

United States Department of State
United States Agency for International Development

FY 2017 Annual Performance Report

FY 2019 Annual Performance Plan



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Department of State and USAID Overview

Introduction

The Fiscal Year (FY) 2019 Annual Performance Plan (APP) and FY 2017 Annual Performance Report (APR) for the U.S. Department of State (State or the Department) and the U.S. Agency for International Development (USAID or the Agency) presents a description of how the Department and USAID work to assess progress and results toward achieving the Strategic Objectives, Agency Priority Goals (APG), and Performance Goals (PGs) articulated in the FY 2018 – FY 2022 State-USAID *Joint Strategic Plan* (JSP). For further information on the Department's or Agency's overview, organizational structure, approach to strategic planning and performance management, use of evidence, and programs, please visit www.state.gov and www.usaid.gov.

Department of State and USAID Overview

The Department of State is the lead U.S. foreign-affairs agency within the Executive Branch and the lead institution for the conduct of American diplomacy. Established by Congress in 1789 and headquartered in Washington, D.C., the Department is the oldest and most-senior executive agency of the U.S. Government. The head of the Department, the Secretary of State, is the President's principal foreign-policy advisor. The Secretary implements the President's foreign policy worldwide through the Department and its employees. The Department of State protects and advances the interests of American citizens and America's sovereignty by:

- Upholding liberty – by leading and uniting the free world around American values;
- Strengthening our allies and alliances to counter threats and adversaries – through the deepening of our security relationships and partnerships around the world;
- Creating enduring advantages at home – by helping developing nations establish investment and export opportunities for American businesses; and
- Preserving peace – through international cooperation on global security challenges such as nuclear proliferation, terrorism, human trafficking, and the spread of pandemics (including HIV).

As the U.S. Government's lead international development and humanitarian-assistance agency, USAID helps societies realize their full potential on their journey to self-reliance. USAID plans its development and assistance programs in coordination with the Department of State and collaborates with other U.S. Government agencies, multilateral and bilateral organizations, private companies, academic institutions, faith-based groups, and non-governmental organizations (NGOs). The President appoints both the Secretary of State and the USAID Administrator, and the Senate confirms them.

As the world's premier international development agency and a catalytic actor that drives development results, USAID supports U.S. national security and economic prosperity, demonstrates American generosity, and promotes a path to self-reliance and resilience. USAID plays a critical role in our nation's efforts to ensure stability, prevent conflict, and build citizen-responsive local governance.



Department of State and USAID Overview

Through the Agency's work and that of its partner organizations, development assistance from the American people is transforming lives, communities, and economies around the world. USAID's investments in evidence-based programs are doing the following:

- Providing humanitarian assistance – with relief that is timely and effective in response to disasters and complex crises;
- Promoting global health – through activities that save lives and protect Americans at home and abroad;
- Supporting global stability – work that advances democracy and good governance, and helps to promote sustainable development, economic growth, and peace;
- Catalyzing innovation and partnership – by identifying new and innovative ways to engage with the private sector; and
- Empowering women and girls and protecting life – through support for women's equal access to economic opportunities and implementation of the "Protecting Life in Global Health Assistance" policy.

Mission Statement, Strategic Goals, and Objectives

Department of State Mission Statement

On behalf of the American people, we promote and demonstrate democratic values and advance a free, peaceful, and prosperous world.

The U.S. Department of State leads America's foreign policy through diplomacy, advocacy, and assistance by advancing the interests of the American people, their safety and economic prosperity.

USAID Mission Statement

On behalf of the American people, we promote and demonstrate democratic values abroad, and advance a free, peaceful, and prosperous world.

In support of America's foreign policy, the U.S. Agency for International Development leads the U.S. Government's international development and disaster assistance through partnerships and investments that save lives, reduce poverty, strengthen democratic governance, and help people emerge from humanitarian crises and progress beyond assistance.

In FY 2018, the Department and USAID developed the FY 2018 – 2022 *Joint Strategic Plan* (JSP) through a consultative process that involved the senior leadership of the two institutions, Bureau leadership, and subject-matter experts. Their deliberations were shaped by Presidential directives and policies, the December 2017 National Security Strategy, previous strategic planning efforts, and ongoing efforts related to the Department's Impact Initiative and USAID's Transformation efforts, which align to the Office of Management and Budget's M-17-22 "Comprehensive Plan for Reforming the



Department of State and USAID Overview

Federal Government and Reducing the Federal Civilian Workforce.” For more information on the JSP, please visit <https://www.state.gov/s/d/rm/rls/dosstrat/2018/index.htm>. The following chart provides an overview of the Department of State – USAID Joint Strategic Goal Framework, which highlights their strategic goals and objectives.

State-USAID Joint Strategic Goal Framework

Goal 1: Protect America’s Security at Home and Abroad				
1.1: Counter the Proliferation of Weapons of Mass Destruction (WMD) and their Delivery Systems	1.2: Defeat ISIS, al-Qa’ida and other Transnational terrorist organizations, and counter state-sponsored, regional, and local terrorist groups that threaten U.S. national security interests	1.3: Counter instability, transnational crime, and violence that threaten U.S. interests by strengthening citizen-responsive governance, security, democracy, human rights, and rule of law	1.4: Increase capacity and strengthen resilience of our partners and allies to deter aggression, coercion, and malign influence by state and non-state actors	1.5: Strengthen U.S. border security and protect U.S. citizens abroad
Goal 2: Renew America’s Competitive Advantage for Sustained Economic Growth and Job Creation				
2.1: Promote American prosperity by advancing bilateral relationships and leveraging international institutions and agreements to open markets, secure commercial opportunities, and foster investment and innovation to contribute to U.S. job creation	2.2: Promote healthy, educated and productive populations in partner countries to drive inclusive and sustainable development, open new markets and support U.S. prosperity and security objectives		2.3: Advance U.S. economic security by ensuring energy security, combating corruption, and promoting market-oriented economic and governance reforms	
Goal 3: Promote American Leadership through Balanced Engagement				
3.1: Transition nations from assistance recipients to enduring diplomatic, economic, and security partners	3.2: Engage international fora to further American values and foreign policy goals while seeking more equitable burden sharing	3.3: Increase partnerships with the private sector and civil society organizations to mobilize support and resources and shape foreign public opinion	3.4: Project American values and leadership by preventing the spread of disease and providing humanitarian relief.	
Goal 4: Ensure Effectiveness and Accountability to the American Taxpayer				
4.1: Strengthen the effectiveness and sustainability of our diplomacy and development investments	4.2: Provide modern and secure infrastructure and operational capabilities to support effective diplomacy and development	4.3: Enhance workforce performance, leadership, engagement, and accountability to execute our mission efficiently and effectively	4.4: Strengthen security and safety of workforce and physical assets	



Organizational Structure

The Foreign Service, Civil Service, and Personal Service Contractors (PSCs) employees in the Department and U.S. Embassies and Missions abroad represent the American people. They work together to achieve the goals and implement the initiatives of U.S. foreign policy. As of January 2018, State operates 276 embassies, consulates, and other posts worldwide staffed by more than 50,000 Locally Employed Staff (which includes Foreign Service Nationals) and almost 13,700 Foreign Service employees. In each embassy, the Chief of Mission (usually an Ambassador appointed by the President) is responsible for executing U.S. foreign policy goals and for coordinating and managing all U.S. Government functions in the host country. A Civil Service corps of roughly 10,500 employees provides continuity and expertise in performing all aspects of the Department's mission. State's regional, functional, and management Bureaus and offices support its mission. The regional Bureaus, each of which is responsible for a specific geographic region of the world, work in conjunction with subject-matter experts from other Bureaus and offices to develop policies and implement programs that achieve the Department's goals and foreign policy priorities. These Bureaus and offices provide policy guidance, program-management, and administrative support, and in-depth expertise.

USAID staff work around the world and at home inspired by the same overarching goals outlined nearly 60 years ago – furthering America's foreign policy interests in expanding democracy and free markets, while also extending a helping hand to people who are struggling to make a better life, recovering from a disaster, or striving to live in a free and democratic country. With an official presence in 87 countries and programs in several other non-presence countries, the Agency delivers on its mission through almost 1,700 career Foreign Service employees; 1,400 employees from the Civil Service; more than 4,400 Foreign Service Nationals; and almost 3,300 PSCs and other employees.

More information on the organizational structure of the Department of State and USAID can be found at <https://www.state.gov/r/pa/ei/rls/dos/99484.htm> and <http://www.usaid.gov/who-we-are/organization>, respectively.

Approach to Strategic Planning and Performance Management

Performance-Management

Both State and USAID have strengthened program and project-management guidelines to better align and manage programs with best practices and policy priorities.

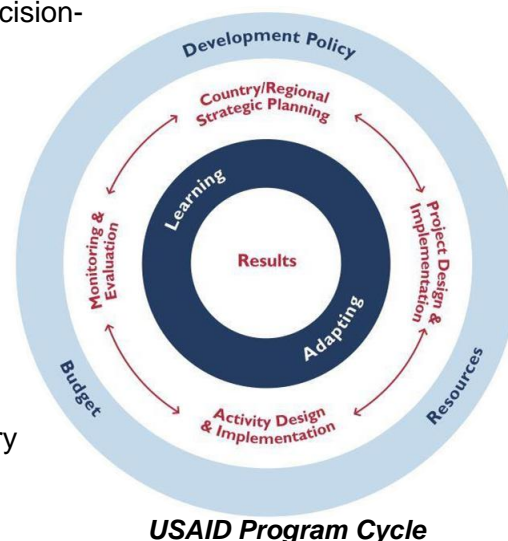
The Department of State uses the Managing for Results (MfR) Framework, which integrates planning, budgeting, managing, and learning processes to inform and support programmatic, budget, and policy decisions. The purpose of the MfR framework is to help Bureaus and missions achieve improved

Department of State Managing for Results Framework



outcomes by conducting policy, resources, and programmatic decision-making that is informed by strategic planning and data gleaned through rigorous monitoring-and-evaluation (M&E) practices. Creating and reinforcing feedback loops between these processes strengthens decision-making about strategic priorities and trade-offs.

USAID has implemented an integrated Program Cycle. The Program Cycle is USAID's operational framework for planning, implementing, assessing, and adapting programs in the countries in which we work. It provides policy and procedures for making strategic programming decisions at the regional or country level to ensure effective use of foreign-assistance resources. The guidance integrates learning throughout all Program Cycle components and makes adjustments to reduce planning and reporting burdens where appropriate. Robust M&E practices provide feedback on progress in achieving short- and long-term objectives.



Strategic Planning

The Department and USAID are committed to using strategic planning to guide the most-critical U.S. foreign-policy outcomes, and to provide greater accountability to the American people. Robust, coordinated strategic-planning processes are an essential component of the Managing for Results Framework and Program Cycle, which serve as the basis for the Mission and Bureau resource requests, and are foundational documents for building the Department and USAID's Congressional Budget Justification. These processes also provide a framework against which the Department and USAID can monitor progress, measure results, drive policy decisions, ensure accountability, and foster greater whole-of-government collaboration.

The Department's and USAID's strategic planning documents include the following:

- The *Joint Strategic Plan* (JSP) – Four-year strategic plan that outlines State and USAID's overarching goals and objectives, and guides planning at the Bureau and Mission-level;
- Joint Regional Strategy (JRS) – Four-year strategic plans that set joint State and USAID regional priorities and guide key partner Bureau and mission-level planning;
- Functional Bureau Strategy (FBS) – Four-year strategic plans that set priorities for each State functional Bureau or office, and guide key partner Bureau and Mission-level planning from a functional perspective;
- Integrated County Strategy (ICS) – Four-year strategic plans that articulate whole-of-government priorities in a given country and incorporate higher-level planning priorities, as well as the official U.S. Government strategy for all security-sector assistance in that country; and

- Country Development Cooperation Strategy (CDCS) – Multi-year strategic plans nested within the ICS that define USAID’s strategic approach and priorities for development in a particular country or region, and that complement the existing JRS and FBS.

The Department and USAID are adjusting the schedule for developing the strategic plans by Bureaus and Missions to align with the timing of the new JSP. All Bureaus and Missions will update their strategies during 2018, either as a strategy refresh or wholesale rewrite. These updates will align with the four-year cycle covered by the JSP and reflect its updated strategic goals and objectives.

Major Management Priorities and Challenges

Every year, Inspectors General for the Department and USAID identify management challenges that affect the ability of the Department and USAID to engage diplomatically or deliver foreign assistance. The Department and USAID implement immediate remedial actions in response to the recommendations of the respective Office of the Inspector General (OIG). For a full description of the challenges identified by the two OIGs and the responses to them, please see:

- Department of State: see pages 103-125 of the Fiscal Year 2017 Agency Financial Report (AFR) ([FY 2017 Department of State Agency Financial Report](#))
- USAID: see pages 131-148 of the Fiscal Year 2017 USAID Agency Financial Report (AFR) ([FY 2017 USAID Agency Financial Report](#))

The strategies contained in the management objectives under the JSP’s Strategic Goal Four address several of the management and performance challenges identified by the OIGs. The Department and USAID track progress toward successful completion of the strategic objective performance goals across Strategic Goal Four annually in the APP/APR. The Performance Improvement Officers at State and USAID are the officials responsible for encouraging and advocating greater impact through innovation, increasing effectiveness and efficiency, and better customer service. At USAID, Angelique M. Crumbly, the Acting Assistant Administrator for Management, is the Performance-Improvement Officer. At the Department of State, Douglas Pitkin, Director of the Bureau of Budget and Planning, is the Performance Improvement Officer.

Evidence Building

The Department and USAID have made major progress on implementing evaluations, as well as on streamlining performance metrics that support evidence-based analysis and the active use of performance information. Such evidence helps the two organizations determine what is working and what is not, which, in turn, provides evidence for programmatic and budgetary decisions.

The Department updated the evaluation policy to encompass the full spectrum of performance-management and evaluation activities including the design, monitoring, evaluation, and analysis of programs and learning from them. The updated policy institutionalized the requirements of the Foreign Aid Transparency and Accountability Act of 2016, and will better incorporate learning into the spectrum of State’s current performance management activities. Further information about the Department’s



program and project design, monitoring, and evaluation policy is located at www.state.gov/documents/organization/276338.pdf

To ensure country programs and strategies are achieving results, USAID established its evaluation policy in 2011, and updated it in October 2016 to simplify the implementation of evaluation requirements, increase the breadth of coverage of evaluations, and strengthen their dissemination and use. Under this revised policy, high-quality evaluations are required for some aspect of every project, conducted by independent third parties. Findings must be action-oriented, and should identify ways to apply the lessons learned. USAID's evaluation policy demonstrates its commitment to the objectives in the Foreign Aid Transparency and Accountability Act of 2016. Further information about USAID evaluations is located at www.usaid.gov/evaluation.

The Department of State and USAID draw upon evidence from a host of internal and external sources to inform, guide, and implement the JSP. The Department and USAID review and assess current environments, partners' capabilities and gaps, and ongoing U.S. and international programmatic and operational efforts to identify and achieve shared objectives. Evaluation findings, monitoring data, and other assessments measure how programs and projects benefit communities and groups; how changes in the contexts affect the success of projects; and how interventions and diplomatic activities support host countries on their own journeys to build peace, self-reliance, and prosperity. Accountability Review Boards and timely third-party information and analysis from other U.S. Government Departments and Agencies, host country partners, other donor agencies, and non-governmental organizations (NGOs) also inform strategies, programs, and operations. Key sources of information include officials of foreign governments, local NGOs, and businesses with whom Department of State and USAID personnel in the field communicate every day. This evidence is captured in diplomatic reporting, and in publicly available reports, such as annual country Investment Climate Statements, available at <https://www.state.gov/e/eb/rls/othr/ics/index.htm>.

Effectiveness, accountability, learning, and transparency are the central principles that drive the use of evidence and data to achieve the JSP. Over the long-term, the Department of State and USAID will continue to collect evidence from a variety of sources, including the M&E of operations and foreign-assistance projects to assess whether programs, processes, and functions are performing as expected and why. M&E activities assure accountability, identify best practices, assess return on investment, and inform policy and planning decisions. Once the Department of State and USAID fully implement efforts to strengthen systems for collecting evidence on foreign-assistance programs in compliance with the Foreign Aid Transparency and Accountability Act of 2016, evidence from M&E information will be even more reliable for informing decisions to implement the JSP.

State and USAID are planning for future evidence-building and have a number of evaluations planned across a diverse set of programs and activities. These analyses will identify whether and why activities achieve desired outcomes, document the potential of innovative approaches, and assess customer satisfaction on service-delivery. USAID uses evaluation for many purposes, and produces more than 100 evaluation reports each year. The most common uses for these are to inform decisions about the ongoing management and performance of projects, and the design of new projects or activities. USAID



evaluations also influence decisions by host governments and other donors, document good practices and lessons learned, and inform country or sector strategies. Independent evaluations are required for all USAID projects, whether at the whole-of-project level, or to examine a specific activity within a project, and therefore USAID evaluations span all programmatic areas.

To understand the effectiveness of our programs, the Department of State will be evaluating programs in areas to include stabilization, gender-based violence, trade, security, and criminal-justice reform. Through implementing recommendations from these evaluations, the Department will improve program methodology, deployment strategies, service-delivery, and the efficiency and effectiveness of resource-allocations.

Additional information on the Department of State and USAID's use of evidence and evaluation is available in the Congressional Budget Justification (Annexes 1 and 2), at <https://www.state.gov/s/d/rm/rls/ebs/2019/pdf/index.htm>.

Quality and Validation of Data

The Department of State and USAID obtain and use performance data from three sources: (1) primary collection directly by the Department or USAID, or by an entity funded by the Department or USAID; (2) partner data compiled by State and USAID implementing partners in the field; and, (3) third-party data from sources such as other Federal Government Departments and Agencies, NGOs, or other development organizations. To ensure the quality of evidence from a performance monitoring system is sufficient for decision-making, Bureaus and field offices use an assurance checklist to assess these five standards of data-quality: validity, integrity, precision, reliability, and timeliness.

Foreign Assistance performance indicators used in the field are required to have associated Indicator Reference Sheets that fully define and describe the appropriate use of each indicator. Data-Quality Assessments (DQAs) are required within six months of reporting on the indicator, and the Department of State and USAID should update them at least every three years. All performance indicators cited in the APP/APR have Indicator Reference Sheets on file.

For additional details on USAID's policies for verifying data, please visit <https://www.usaid.gov/sites/default/files/documents/1870/USAIDEvaluationPolicy.pdf>. For each key performance indicator in the APP/APR, there is an associated Indicator Methodology section that notes the source and any limitations of the data.

Lower-Priority Program Activities

The President's Budget identifies the lower-priority program activities, where applicable, as required under the Government Performance and Results Modernization Act (GPRAMA), 31 U.S.C. 1115(b) (10). The public can view and download the volume at <http://www.whitehouse.gov/omb/budget>.



Federal Cross-Agency Priority Goals

Consistent with the GPRA Modernization Act's requirement to address Cross-Agency Priority Goals in the agency strategic plan, the APP, and the APR, refer to www.Performance.gov for State and USAID's contributions to those goals and progress, where applicable.

Agency Priority Goals (APGs)

In collaboration with the Office of Management and Budget (OMB), the Department of State and USAID have identified seven Agency Priority Goals (APGs) for the FY 2018 – FY 2019 cycle:

- Food Security and Resilience (USAID)
By September 30, 2019, Feed the Future will exhibit an average reduction in the prevalence of poverty and stunting of 20 percent, across target regions in Feed the Future's focus countries, since the beginning of the initiative in FY 2010.
- Maternal and Child Health (USAID)
By September 30, 2019, U.S. global leadership and assistance to prevent child and maternal deaths will annually reduce under-five mortality in 25 maternal and child health U.S. Government-priority countries by an average of 2 deaths per 1,000 live births per year as compared to 2017.
- HIV/AIDS (State and USAID)
By September 30, 2019, new infections are fewer than deaths from all causes in HIV-positive patients in up to 13 high-HIV burden countries through leadership by State and implementation by USAID; the U.S. Department of Health and Human Services and its Agencies, including the Centers for Disease Control and Prevention, the Health Resources and Services Administration, and the National Institutes of Health; the Departments of Defense, Labor, and Treasury; and the Peace Corps.
- Category Management (State and USAID)
By September 30, 2019, meet or exceed Federal targets for Best-In-Class (BIC) contract awards.
- Procurement Reform (USAID)
By September 30, 2019, USAID will have increased the use of collaborative partnering methods and co-creation within new awards, measured by dollars and percentage of procurement actions (to be determined after baselines established in FY 2018).
- Visa Security (State)
By September 30, 2019, we will update the DS-160 and DS-260 non-immigrant and immigrant visa application forms and add the newly-collected fields to our data sharing feeds for interagency partners.



- IT Modernization (State)
By September 30, 2019, the Department will improve its IT service delivery by reducing the average time associated with providing new IT capabilities by 20 percent (baseline to be determined in FY 2018), managing 100 percent of workforce digital identities through a central Enterprise Identity Management solution, from a baseline of zero, and increasing workforce access to cloud-based email and business data from any device from 10 percent to 100 percent.

Please refer to www.Performance.gov for more information, including the latest quarterly progress update, on each APG.

Employee Engagement

The Department and USAID value an inclusive work environment, one in which the institutions learn from every team member to foster active engagement. USAID has a team of professionals in the Office of Human Capital and Talent Management (HCTM) to optimize Agency performance through engaged and effective employees. The Strategic Consulting Team (SCT) does this by regularly collecting and analyzing data on employee engagement, spotting trends, uncovering potential areas of concern, and recommending ways that USAID leaders can create a positive culture of engagement.

In FY 2017, the Department of State achieved a score of 79 on the Employee Engagement Index of the Federal Employee Viewpoint Survey (FEVS), a three-point increase over FY 2016. In addition, the Department ranked 3rd and 4th, respectively, out of 18 large Departments and Agencies in the Teamwork and Innovation categories of the Partnership for Public Service's "Best Places to Work in the Federal Government" rankings.

Examples of employee-engagement activities underway at the Department of State include the Emergency Back Up-Care program, a Work Life Wellness initiative that has enhanced productivity and minimized absenteeism by providing emergency dependent care for Department employees. With 1,767 uses as of June 2017, and more than 1,372 work days saved, this service is clearly meeting a need for State Department employees. The Department also launched a Voluntary Leave Bank, a pooled fund of annual and restored leave to support staff who are experiencing personal or family medical emergencies in the event that they have exhausted their available paid leave. As of March 2017, 11,667 employees were enrolled. The Department's Global Employment Initiative helps family members with career development and exploration of employment opportunities while posted overseas.

Continuing its positive trend, in 2017, USAID exceeded the 67 percent target for the Employee Engagement Index Score by achieving a score of 72 on the FEVS. To increase employees' engagement, USAID requires all operating units (OUs) to create action plans that identified critical focus areas for improvement based on FEVS results. USAID emphasizes its commitment to improving employee engagement by including related Agency-specific performance requirements in USAID executive performance agreements. In addition, USAID ranked 12th out of 25 midsize agencies in the Partnership for Public Service's "Best Places to Work in the Federal Government" rankings.



In FY 2017, USAID was proactive in educating first-line supervisors on employee-engagement and what they can do to increase it in their respective OUs. HCTM introduced supervisor resources called “Engaging with Ease,” which include a set of tips and tools for improving employees’ engagement across four key areas: career aspirations, reward and recognition, passion, and connecting across divisions. This supervisor-engagement toolbox provides useful explanations for improvement opportunities, ideas for potential actions to include in an action plan, and suggestions for how to address potential challenges.

Regulatory Indicators

In February 2017, President Trump passed Executive Order (EO) 13777: Enforcing the Regulatory Reform Agenda to lower regulatory burdens on the American people. EO 13777 supports EO 13771: Reducing Regulation and Controlling Regulatory Costs, and requires that each Department and Agency establish a Regulatory Reform Task Force to evaluate existing regulations and make recommendations to the head of the organization regarding their repeal, replacement, or modification. Additionally, Departments and Agencies are to incorporate, in their APPs, five performance indicators, established by OMB, that measure progress toward meeting the Regulatory Reform Agenda.

OMB has waived several Departments and Agencies’ compliance with this EO; this includes USAID. The Department of State’s progress on the five regulatory reform indicators is as follows:

Key Indicator: Number of evaluations to identify potential EO 13771 deregulatory actions that included opportunity for public input and/or peer review.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	1	1
Actual	N/A	N/A	1		

Key Indicator: Number of EO 13771 deregulatory actions recommended by the Regulatory Reform Task Force to the agency head, consistent with applicable law.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	1	1
Actual	N/A	N/A	7		

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Key Indicator: Number of EO 13771 deregulatory actions issued that address recommendations by the Regulatory Reform Task Force.

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	3	3
Actual	N/A	N/A	1		

Key Indicator: Number of EO 13771 regulatory actions and, separately, EO 13771 deregulatory actions issued (listed as regulatory/deregulatory).

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	0/2	0/2
Actual	N/A	N/A	0/0		

Key Indicator: Total incremental cost of all EO 13771 regulatory actions and EO 13771 deregulatory actions (including costs or cost savings carried over from previous fiscal years).

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	-\$1.14 million	-\$1.14 million
Actual	N/A	N/A	0		

Summary of Key Performance Indicators

Summary of Key Performance Indicators¹

Indicator Title	FY 2015 Result	FY 2016 Result	FY 2017 Result	FY 2018 Target	FY 2019 Target
Strategic Goal 1: Protect America's Security at Home and Abroad					
Amount of declared CWC schedule chemicals decreased around the world (in metric tons)	64,437	67,243	69,412	69,612	69,812
Number of new countries that have signed, received Board of Governors approval of, and/or brought into force IAEA Additional Protocols	3	4	2	2	1
Number of new countries adopting the control lists of one or more of the multilateral export control regimes	2	0	2	4	4
Number of missile defense capabilities, enabled by the Department, deployed in host countries as part of the U.S. homeland and regional defense	7	8	8	8	9
Number of Civilian Casualties from ISIS-directed or ISIS-inspired terrorist attacks outside of Iraq and Syria	Total: 1,046 Killed: 350 Wounded: 696	Total: 3,316 Killed: 1,039 Wounded: 2,277	Total: 1,827 Killed: 506 Wounded: 1,321	Total: 0	Total: 0
Total number of internally displaced persons (IDPs) who have safely and voluntarily returned to territories liberated from ISIS in Iraq and Raqqa, Syria	Total: 402,660 Iraq: 402,660 Raqqa, Syria: 0	Total: 947,904 Iraq: 947,904 Raqqa, Syria: 0	Total: 2,330,370 Iraq: 2,282,370 Raqqa, Syria: 48,000	Total: 4,513,991 Iraq: 4,465,991 Raqqa, Syria: 48,000	Total: 4,899,336 Iraq: 4,851,336 Raqqa, Syria: 48,000

¹ Data for standard foreign assistance indicators reported through Annual Performance Plans and Reports was pulled from the Foreign Assistance Coordination and Tracking System on 1/8/2018. Indicator results and targets may be revised slightly during the Performance Plan and Report (PPR) data quality review period through March. Any adjustments would be reflected in future APP/APRs.

Summary of Key Performance Indicators

Indicator Title	FY 2015 Result	FY 2016 Result	FY 2017 Result	FY 2018 Target	FY 2019 Target
Number of countries who have joined and are providing military, humanitarian, and stabilization support in the Global Coalition to Defeat ISIS	Coalition Members: 62 Countries Participating in Airstrikes in Iraq: 9 Countries Participating in Airstrikes in Syria: 6 Countries providing Humanitarian Assistance or Stabilization Assistance in Iraq: 1 Countries providing Humanitarian Assistance or Stabilization Assistance in Syria: 1	Coalition Members: 67 Countries Participating in Airstrikes in Iraq: 9 Countries Participating in Airstrikes in Syria: 11 Countries providing Humanitarian Assistance or Stabilization Assistance in Iraq: 38 Countries providing Humanitarian Assistance or Stabilization Assistance in Syria: 47	Coalition Members: 73 Countries Participating in Airstrikes in Iraq: 9 Countries Participating in Airstrikes in Syria: 12 Countries providing Humanitarian Assistance or Stabilization Assistance in Iraq: 41 Countries providing Humanitarian Assistance or Stabilization Assistance in Syria: 48	Coalition Members: 74	Coalition Members: 74
Number of Countering Violent Extremism (CVE) programs directly related to U.S. Government CVE objectives implemented in country by civil society and partner governments	N/A	96	237	200	200
Number of capability assessments of foreign messaging centers completed by the GEC's Messaging Integration & Coordination (MIC) team	N/A	N/A	3	8	6
Number of counterterrorism messaging campaigns completed, to include those that involve cooperation with foreign governments and/or foreign messaging centers	1	2	15	6	7
Number of USG-funded events, trainings, or activities designed to build support for peace or reconciliation on a mass scale	4,982	35,386	6,103	5,135	4,512
Number of people participating in USG-supported events, trainings, or activities designed to build mass support for peace and reconciliation	1,557,002	339,467	324,546	127,937	46,558
Number of local women participating in a substantive role or position in a peacebuilding process supported with USG assistance	41,762	49,395	37,150	13,185	8,890
Number of individuals receiving voter education through U.S. Government-assisted programs	N/A	1,448,778	2,734,067	3,207,041	1,279,216
Number of individuals receiving civic education through U.S. Government-assisted programs	N/A	169,982	4,462,613	6,638,345	4,389,060

Summary of Key Performance Indicators

Indicator Title	FY 2015 Result	FY 2016 Result	FY 2017 Result	FY 2018 Target	FY 2019 Target
Number of non-state news outlets assisted by USG	1,770	1,227	1,704	1,005	738
Number of judicial personnel trained with USG assistance	10,230	28,774	34,039	26,289	20,100
Number of USG-assisted civil society organizations (CSOs) that participate in legislative proceedings and/or engage in advocacy with national legislature and its committees	40	77	334	173	134
The number of host nation criminal justice personnel who received USG-funded Anti-Trafficking in Persons training	3,525	4,566	4,529	4,529	4,529
Metric tons of illicit narcotics seized by U.S. Government-supported host government units in USG-assisted areas	419.414 MT	11,600.369 MT	Jan-Jun 2017: 3,063 MT	7,000 MT	7,000 MT
Number of vetted and specialized law enforcement units receiving support	N/A	N/A	Jan-Jun 2017: 209 units	215	220
Arrests made by USG-assisted law enforcement personnel for trafficking crimes of illegal gathering, transportation, and distribution of drugs, chemicals, wildlife, weapons, or humans	N/A	N/A	Jan-Jun 2017: 63,610 arrests	115,000 arrests	115,000 arrests
The dollar value of public and private investment and other financial resources mobilized behind international strategic energy infrastructure projects as a result USG action	N/A	\$6.839 billion	\$3.45 billion	\$3.5 billion	\$3.5 billion
Number of countries, economies, and/or regional organizations with which the Department of State has new or sustained engagement on cyber issues	N/A	N/A	86	89	92
Number of enhanced diplomatic engagements facilitated by the Department of State on cyber issues	N/A	N/A	0	30	25
Number of new governments sharing information with the United States to prevent terrorists from reaching the border	4	9	10	10	10
Number of multilateral and regional initiatives that the CT Bureau funds to raise awareness of and increase political will and capacities of countries to adopt U.S. standards and approaches	1	2	3	4	1
Activation of appropriate Consular crisis response tools within six hours after notification of a crisis event	N/A	N/A	N/A	100%	100%
Achieve all required dissemination targets for Travel Advisory content within three hours of final Department clearance for each country that moves into the Level 3 (Reconsider Travel) or Level 4 (Do Not Travel) category	0	0	TBD	90%	TBD

Summary of Key Performance Indicators

Indicator Title	FY 2015 Result	FY 2016 Result	FY 2017 Result	FY 2018 Target	FY 2019 Target
Review and update all country information pages on Travel.State.Gov at least once annually to ensure current and relevant safety and security information	0	0	TBD	100%	100%
Process 99 percent of passport applications within publicly available time frames	99.7%	99.9%	99.9%	99%	99%
Strategic Goal 2: Renew America's Competitive Advantage for Sustained Economic Growth and Job Creation					
Number of State Department high-level commercial advocacy efforts to support U.S. export of goods and services	58	44	44	48	50
Number of U.S. aviation agreements reached or expanded	4	2	2	2	2
Doing Business Trading Across Borders score for partner countries with USAID trade facilitation programming	65.9	67	71.4	70	70
Value of information and communications technology services exports	N/A	\$66.1 billion	\$67 billion	\$68 billion	\$70 billion
Number of companies participating in the U.S.-EU Privacy Shield	0	0	2,480	2,850	3,280
Number of economies participating in the Asia-Pacific Economic Cooperation Cross-Border Privacy Rules (APEC CBPR) Process	N/A	4	4	6	8
Number of private sector firms that have improved management practices or technologies as a result of USG assistance	N/A	N/A	2,119	1,574	678
Number of countries that participate in State Scientific Fellowships and Exchanges	36	52	48	45	45
Value of incremental sales generated with U.S. Government assistance	\$829 million	\$906 million	TBD	\$850 million	\$425 million
Number of farmers who have applied new technologies and management practices (including risk management technologies and practices) as a result of U.S. assistance	9 million	11 million	TBD	9.75 million	4.875 million
Value of new private sector investment in the agriculture sector leveraged by Feed the Future implementation	\$154 million	\$218.8 million	TBD	\$220 million	\$110 million
Number of children reached by nutrition interventions	18 million	27.7 million	22 million	18 million	9 million

Summary of Key Performance Indicators

Indicator Title	FY 2015 Result	FY 2016 Result	FY 2017 Result	FY 2018 Target	FY 2019 Target
Number of formal knowledge-sharing events ²	N/A	N/A	N/A	15	20
Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment)	41.02%	53.55%	52.61%	55.42%	59.19%
Percentage of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities	N/A	N/A	41.75%	54.72%	51.97%
Number of people reached by a USG-funded intervention providing gender-based violence services (e.g., health, legal, psycho-social counseling, shelters, hotlines, other)	11,837,166	3,146,925	4,338,089	826,860	737,673
Number of legal instruments drafted, proposed, or adopted with USG assistance designed to improve prevention of or response to sexual and gender-based violence at the national or sub-national level	30	2	47	55	42
Number of countries with improved learning in primary grades	N/A	N/A	N/A	2	4
Number of learners in primary schools or equivalent non-school based settings reached with USG education assistance	7,569,082	20,004,643	25,259,173	23,389,069	24,100,182
Number of firms receiving USG-funded technical assistance for improving business performance	N/A	1,614	71,347	14,471	6,167
Full-time equivalent employment of firms receiving USG assistance	N/A	21,259	25,002	7,483	1,770
Number of people gaining access to safely managed drinking water services as a result of USG assistance	N/A	188,168	391,394	1,955,501	2,479,308
Number of people gaining access to a basic sanitation service as a result of USG assistance	2,431,211	2,964,497	1,554,451	7,333,314	7,693,692
Number of people with improved economic benefits derived from sustainable natural resource management and/or biodiversity conservation as a result of USG assistance	824,958	1,429,079	363,863	275,560	184,249
Number of people receiving livelihood co-benefits (monetary or non-monetary) associated with the implementation of USG sustainable landscapes activities	1,152	13,870	59,493	24,800	20,160
Number of countries that have positive engagements on strategically addressing air pollution with the USG	N/A	N/A	0	2	4

² See Performance Goal 2.2.1 for quarterly result and target data.

Summary of Key Performance Indicators

Indicator Title	FY 2015 Result	FY 2016 Result	FY 2017 Result	FY 2018 Target	FY 2019 Target
Number of beneficiaries with improved energy services due to State and USAID assistance	4,694,294	11,189,631	9,210,497	8,689,284	2,929,988
Value of U.S. exports of: 1) natural gas, 2) energy sector services, and 3) energy technologies, including future contracted sales that are supported by State and USAID efforts	N/A	N/A	\$3.374 billion	\$5 billion	\$7 billion
Amount of investment mobilized (in USD) for energy projects (including clean energy) as supported by USG assistance	\$9,793,480,831	\$9,175,299,861	\$7,634,319,593	\$7,613,218,763	\$4,693,322,066
Energy generation capacity (MW) supported by USG assistance that has achieved financial closure	1,079	3,642	5,094	13,812	4,130
Number of energy sector laws, policies, regulations, or standards formally proposed, adopted, or implemented as supported by U.S. Government assistance	278	474	427	167	130
Number of countries that reduced their percentage of total gas consumption from a dominant supplier or their oil imports supplied through foreign subsidy schemes supported by State and USAID efforts (from a 2016 baseline)	N/A	N/A	N/A	2	4
Number of government officials receiving U.S. Government-supported anti-corruption training	16,681	11,289	13,991	10,036	6,980
Number of people affiliated with non-governmental organizations receiving U.S. Government-supported anti-corruption training	7,339	4,689	15,127	13,814	12,161
Number of anti-corruption measures proposed, adopted or implemented due to USG assistance, to include laws, policies, or procedures	126	163	331	125	125
Number of target countries with new Fiscal Transparency Innovation Fund projects	10	12	12	7	7
Strategic Goal 3: Promote American Leadership through Balanced Engagement					
Percentage of USAID Country Development Cooperation Strategies that include a Development Objective, Intermediate Result, Sub-Intermediate Result, or transition section that addresses ways to strengthen host country capacity to further its self-reliance	N/A	N/A	N/A	N/A	9.5%
United Nations peacekeeping rate of assessment	28.4%	28.6%	28.5%	28.4%	25%
Amount of resource commitments by non-U.S. Government public and private entities in support of U.S. foreign policy goals	\$7.131 billion	\$28.416 billion	TBD	\$28.9 billion	\$28.9 billion
Number of civil society organizations (CSOs) receiving U.S. Government assistance engaged in advocacy interventions	17,978	5,158	7,524	5,755	3,733



Summary of Key Performance Indicators

Indicator Title	FY 2015 Result	FY 2016 Result	FY 2017 Result	FY 2018 Target	FY 2019 Target
Number of U.S. school communities (K-12 schools, colleges, and universities), businesses, and other private sector organizations in support of USG-funded diplomatic exchange programs	33,219	29,082	29,766	29,766	29,766
Percent of participants reporting ability to apply digital skills learned at TechCamp to their work	N/A	80.79%	84.58%	90%	95%
Visitors to exchange program events, U.S. educational advising, cultural offerings, information sessions and professional networking opportunities at American Spaces	38.04 million	40.5 million	12.5 million	12.9 million	12.9 million
Percent of U.S. Government-sponsored foreign exchange program participants who report a more favorable view of the American people	88.57%	87.75%	93.45%	90%	90%
Number of engagements generated by ShareAmerica content delivered to impact targeted narratives	N/A	N/A	N/A	Establish baseline engagement %	Baseline + 5%
Absolute change in all-cause under-five mortality (U5MR)	-1.7	-2.2	N/A	-2	-2
Absolute change in total percentage of children who received at least three doses of pneumococcal vaccine by 12 months of age	+1.6	+1.6	N/A	+5	+5
Absolute change in total percentage of births delivered in a health facility	N/A	+0.4	N/A	+1	+1
Absolute change in Modern Contraceptive Prevalence Rate (mCPR)	+1.2	+1.4	N/A	+1	+1
Annual total number of people protected against malaria with insecticide treated nets (ITN)	72 million	87 million	N/A	77 million	85 million
On-time shipments of contraceptive commodities ³	N/A	N/A	N/A	80%	TBD
Number of adults and children currently receiving antiretroviral therapy (ART) ⁴	N/A	N/A	N/A	15,878,510	TBD
Number of adults and children newly enrolled on antiretroviral therapy (ART) ⁵	N/A	N/A	N/A	4,021,968	TBD

³ See Performance Goal 3.4.1 for quarterly result and target data.

⁴ See Performance Goal 3.4.2 for quarterly result and target data.

⁵ See Performance Goal 3.4.2 for quarterly result and target data.

Summary of Key Performance Indicators

Indicator Title	FY 2015 Result	FY 2016 Result	FY 2017 Result	FY 2018 Target	FY 2019 Target
Number of males circumcised as part of the voluntary medical male circumcision (VMMC) for HIV prevention program within the reporting period ⁶	N/A	N/A	N/A	3,882,978	TBD
Percentage of NGO or other international organization projects that include dedicated activities to prevent and/or respond to gender-based violence	35%	37%	34.85%	37%	37%
Protection Mainstreaming in NGO proposals	N/A	N/A	N/A	95%	95%
Percentage of UNHCR Supplementary Appeals and ICRC Budget Extension Appeals that PRM commits funding to within three months	N/A	100%	100%	100%	100%
Percent of disaster declarations responded to within 72 hours	88%	100%	96% (partial)	95%	95%
Percentage of targeted implementing partners with completed benchmark plans	N/A	N/A	N/A	50%	80%
Strategic Goal 4: Ensure Effectiveness and Accountability to the American Tax Payer					
Percentage of completed foreign assistance (FA) and diplomatic engagement (DE) evaluations used to inform management and decision making	FA: N/A DE: 89% (25 out of 28 completed evaluations met intended use)	FA: N/A DE: 94% (17 out of 18 completed evaluations met intended use – preliminary results)	FA: N/A DE: 100% (14 out of 14 completed evaluations met intended use – preliminary results)	FA: TBD DE: 95%	FA: TBD DE: 95%
Percent of completed Foreign Assistance evaluations with a local expert as a member of the evaluation team	N/A	49%	TBD	50%	53%
Measure the increased use of collaboration and co-creation methods of new awards by the Agency ⁷	N/A	N/A	N/A	N/A	N/A ⁸
Measure the increased use of new partners by the Agency ⁹	N/A	N/A	N/A	N/A	N/A ¹⁰
Percentage of addressable contract dollars awarded to Best in Class vehicles (State) ¹¹	N/A	N/A	N/A	35%	N/A

⁶ See Performance Goal 3.4.2 for quarterly result and target data.

⁷ See Performance Goal 4.1.3 for quarterly result and target data.

⁸ USAID's Management Bureau, Office of Acquisition and Assistance (M/OAA) will create indicator and targets in FY 2018 and report in FY 2019.

⁹ See Performance Goal 4.1.3 for quarterly result and target data.

¹⁰ USAID's Management Bureau, Office of Acquisition and Assistance (M/OAA) will create indicator and targets in FY 2018 and report in FY 2019.

¹¹ See Performance Goal 4.1.4 for quarterly result and target data.

Summary of Key Performance Indicators

Indicator Title	FY 2015 Result	FY 2016 Result	FY 2017 Result	FY 2018 Target	FY 2019 Target
Percentage of addressable contract dollars awarded to Best in Class vehicles (USAID) ¹²	N/A	N/A	N/A	35%	N/A
Percentage of contract dollars awarded to contract vehicles designated as Spend Under Management (State) ¹³	N/A	N/A	N/A	18.06%	N/A
Percentage of contract dollars awarded to contract vehicles designated as Spend Under Management (USAID) ¹⁴	N/A	N/A	N/A	72%	N/A
Number of operating units adopting DIS	N/A	N/A	N/A	7	40
Supply chain cost savings	N/A	\$10.1 million	\$6.2 million	\$10 million	\$10 million
Percent of IT procurements reviewed and approved by the Department CIO that are aligned to specific IT Investment through the Department's Capital Planning and Investment Control (CPIC) process	N/A	N/A	N/A	40%	60%
Percent of fund sources the Department CIO has direct review and oversight of	N/A	N/A	N/A	50%	75%
Percent of IT workforce competency in the use, architecture, and administration of modern cloud services	N/A	N/A	N/A	10%	20%
Number of users that are leveraging the enterprise IDMS solution thus increasing efficiencies ¹⁵	N/A	N/A	N/A	0	104,400
Number of employees transitioned to primary cloud collaboration platform ¹⁶	N/A	N/A	N/A	58,000	104,400
Number of domestic data centers that are closed due to efficiencies of the cloud ¹⁷	N/A	N/A	N/A	19	38
Number of Department domestic and overseas locations that support WiFi ¹⁸	N/A	N/A	N/A	33	99
Number of systems designed to the target architecture ¹⁹	N/A	N/A	N/A	0%	20%

¹² See Performance Goal 4.1.4 for quarterly result and target data.

¹³ See Performance Goal 4.1.4 for quarterly result and target data.

¹⁴ See Performance Goal 4.1.4 for quarterly result and target data.

¹⁵ See Performance Goal 4.2.4 for quarterly result and target data.

¹⁶ See Performance Goal 4.2.4 for quarterly result and target data.

¹⁷ See Performance Goal 4.2.4 for quarterly result and target data.

¹⁸ See Performance Goal 4.2.4 for quarterly result and target data.

¹⁹ See Performance Goal 4.2.4 for quarterly result and target data.



Summary of Key Performance Indicators

Indicator Title	FY 2015 Result	FY 2016 Result	FY 2017 Result	FY 2018 Target	FY 2019 Target
Human capital services cost (Benchmarking Initiative)	N/A	\$3,104	TBD	\$2,887	\$2,778
Overall score on Human Capital function of GSA's Customer Satisfaction Survey	State: 4.29 USAID: 2.99	State: 4.68 USAID: 4.16	TBD	State: 4.88 USAID: 4.32	State: 4.98 USAID: 4.43
Overall score on FEVS Employee Engagement Index (EEI)	70	70	69	70	70
Percent of reviewed posts receiving a 95-100 percent PSPR score	N/A	N/A	80%	80%	80%
Number of U.S. Government employees and local staff moved into safer and more secure facilities	2,830	538	3,072	3,000	3,000
Percentage of USAID Global Health and Management Bureau staff moved to newly leased facility	N/A	N/A	N/A	0%	20%

Strategic Goal 1: Protect America's Security at Home and Abroad

Strategic Objective 1.1: Counter the proliferation of Weapons of Mass Destruction (WMD) and their delivery systems

Strategies for Achieving the Objective/Strategic Objective Progress Update

The Department will pursue diplomatic solutions to proliferation challenges, and rally international support for sanctions against proliferant nations. The threat posed by North Korea's unlawful nuclear and ballistic missile programs requires immediate international attention, and the Department continues to urge all countries to cut diplomatic, financial, economic, and military ties with North Korea. We will continue to lead efforts to impose and enforce sanctions – whether nationally, in conjunction with like-minded states, or through the UN Security Council – on principal sectors of the North Korean economy, or on entities and individuals supporting North Korea's proliferation programs.

The Department will continue efforts to strengthen and improve international weapons conventions, non-proliferation treaties, and multilateral export control regimes, such as the Chemical Weapons Convention (CWC), the Nuclear Non-Proliferation Treaty, and the Biological Weapons Convention. In addition, we will continue to support the New Strategic Arms Reduction Treaty (START), which provides transparency and predictability regarding the world's two largest nuclear arsenals, in the United States and the Russian Federation. We will also work to strengthen means for interdicting shipments of proliferation concern, and other states' capacities to prevent proliferant transfers.

The Department will continue to assess states' compliance with obligations and commitments, including the publication of a congressionally mandated Compliance Report detailing non-compliant activity annually. We will continue to lead multilateral efforts that urge non-compliant states to return to compliance with their obligations and to understand the challenges associated with future nuclear disarmament verification, in particular through the International Partnership for Nuclear Disarmament Verification. We will work with the Congress and our European allies to fix the flaws in the Joint Comprehensive Plan of Action and continue to hold Iran strictly accountable to its agreed-upon commitments.

Cross-Agency Collaboration

The Department's own non-proliferation security assistance programs work to reinforce diplomatic engagement to counter WMD proliferation. The Department and USAID also work with the Department of Defense's Office of Cooperative Threat Reduction, the Department of Energy (DOE), especially the National Nuclear Security Administration (NNSA) and the National Laboratories, the Department of Homeland Security Container Security Initiative and other programs, the Department of Justice (DOJ), the Department of the Treasury (DOT), and the Department of Commerce (DOC).



Strategic Goal 1: Protect America's Security at Home and Abroad

Performance Goal 1.1.1: Strengthen Global Arms Control/Non-Proliferation Regime

Performance Goal Statement: By 2022, strengthen U.S. national security through enhancements to the global arms control and non-proliferation regime, by strengthening its treaties, reducing WMD, and strengthening verification and compliance with arms control and non-proliferation obligations. (State)

Performance Goal Overview/Progress Update

The United States faces a range of increasingly grave threats from the proliferation of WMD, including WMD materials, technologies, and delivery systems. Advances in nuclear weapons capabilities, delivery systems, and nuclear use doctrines of several states have increased the potential for the use of nuclear weapons. Multiple countries possess clandestine chemical or biological weapons programs, or are using a legitimate program as a cover for nefarious purposes, and several states are engaged in a systematic campaign to delegitimize and undermine the international institutions responsible for ensuring accountability of chemical weapons use. Russia is expanding its intermediate-range strike capabilities, including ground-launched cruise missiles in violation of the Intermediate-Range Nuclear Forces (INF) Treaty. The Nuclear Non-Proliferation Treaty (NPT), which for 60 years has provided a rules-based framework for addressing nuclear weapons, is under threat, most urgently by North Korea's unlawful nuclear weapons and ballistic missile delivery systems.

The Department leads U.S. Government diplomatic efforts to bolster the global non-proliferation regime, in particular the NPT, the CWC, and the Biological Weapons Convention. We need to maximize international consensus in support of these treaties, promote universal adherence, and press States Parties to both address urgent issues (such as chemical and biological terrorism) more fully and to deal with violators. A major focus of attention will be upcoming Review Conferences of all three treaties. The Department also leads diplomatic engagement regarding the New START Treaty, INF, and other arms control agreements. Lastly, the Department leads U.S. Government efforts to monitor and verify the compliance of all States Parties with arms control and non-proliferation obligations, and to ensure that the U.S. Government develops new technologies necessary for addressing future verification and monitoring challenges.

Key Indicator: Amount of declared CWC schedule chemicals decreased around the world (in metric tons)

	FY 2014 Baseline	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	N/A	69,612	69,812
Actual	59,400	64,437	67,243	69,412		



Strategic Goal 1: Protect America's Security at Home and Abroad

Indicator Analysis

The Organization for the Prohibition of Chemical Weapons (OPCW) has conducted more than 8,000 inspections in 82 States Parties, and has verified the elimination of over 92 percent of the world's declared stockpile. In 2017, Russia announced it completed destruction of its declared stockpile, and Germany announced it had completed destruction of the final Libyan precursors that were removed from Libya as part of an international effort to prevent the chemicals from being seized by ISIS. In 2014, the international community removed and destroyed, under international verification, some 1,200 tons of Syria's declared stockpile. The FY 2014-FY 2017 results are cumulative and represent total destructions since entry-into-force of the CWC. The targets for FY 2018 and 2019 show much less of an increase than previous years because, with Russia having completed its elimination of declared chemical weapons, only the United States has declared stockpiles yet to eliminate. The Department of Defense leads the destruction of the U.S. stockpile. State, as the U.S. National Authority for the CWC, provides U.S. information on destruction and other matters related to CWC obligations to the OPCW and other States Parties. Additionally, both Departments host a visit every other year of the OPCW's Executive Council and Director-General to one of the remaining U.S. destruction facilities and Washington D.C. as a transparency measure to demonstrate U.S. progress toward destruction and U.S. commitment to meeting our treaty obligations. State also has the interagency lead for ensuring U.S. compliance with such obligations.

Work continues to ensure that States Parties to the CWC are accurately and completely declaring their chemical weapons programs so that they can be reliably destroyed. The United States is leading the international community in holding the Syrian regime accountable for its continued use of chemical weapons in contravention of its obligations under the CWC and UN Security Council Resolutions. Additionally, the United States is working with partner countries to ensure a non-use statement that would recognize that the aerosolized use of central nervous system-acting chemicals is not consistent with the law enforcement exception to the CWC. Such an international effort would squarely address states conducting nefarious activities under the guise of legitimate law enforcement programs.

Indicator Methodology

Data are derived from reports submitted by possessor States Parties to the OPCW and developed by the OPCW Technical Secretariat. The Technical Secretariat is responsible for verification. It is conducted through on-site monitoring, inspections, and data reviews.



Strategic Goal 1: Protect America's Security at Home and Abroad

Key Indicator: Number of new countries that have signed, received Board of Governors approval of, and/or brought into force IAEA Additional Protocols

	FY 2014 Baseline	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	N/A	2	1
Actual	3	3	4	2		

Indicator Analysis

The International Atomic Energy Agency (IAEA) is the verification arm of the NPT and uses its safeguards programs to monitor nuclear material and facilities worldwide in order to provide assurance that nuclear material is not diverted to make nuclear weapons. The Additional Protocol (AP) is an add-on to the traditional safeguards agreement that countries make with the IAEA, giving the IAEA authority to investigate material and facilities beyond those declared by a state. AP authorities are therefore critical for the IAEA to provide its non-diversion assurances and ensure the absence of undeclared nuclear material and activities. The Department is constantly engaged in a robust diplomatic effort, primarily through demarches, to urge those states yet to adopt an AP to do so. As of December 4, 2017, 148 countries have an AP signed or approved; of these, 15 do not yet have an AP formally in force, though Iran has been applying its AP provisionally since January 2016. It can take years for a country to move a legal agreement through its legal/parliamentary procedures, and some countries are refusing to adopt an AP for political or security reasons. Out-year targets are reduced because most countries that are prepared to adopt an AP already have done so.

Indicator Methodology

Data is provided on the IAEA's website (IAEA.org) as Member States sign, receive Board of Governors approval of, and/or bring into force an Additional Protocol. There are no known limitations to this data.

Performance Goal 1.1.2: Counter WMD and Ballistic Missile Proliferation

Performance Goal Statement: By 2022, strengthen U.S. national security by countering WMD and ballistic missile proliferation, strengthening relevant multilateral arrangements, and impeding illicit trafficking of WMD, advanced conventional weapons, and related technologies. (State)

Performance Goal Overview/Progress Update

Many state and non-state actors that pursue clandestine or proscribed WMD programs or ballistic missile systems rely on acquisition of equipment, components, materials, and expertise from abroad, often diverted from legitimate trade. These actors rely on networks of witting and unwitting individuals



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and companies, including scientists, engineers, businessmen, manufacturers, shippers, IT specialists, and brokers. Rapid diffusion of manufacturing capabilities means there are more suppliers of commercial technologies that may have weapons applications and more dual-use technologies that could be used to produce WMD. Adding to the complexity is the speed and volume of the international trade environment, in which illicit shipments may be hidden among thousands of containers carrying legitimate cargo. Multiple suppliers, use of intermediaries, circuitous shipping routes, and transshipment through countries that have less robust controls help proliferators obscure their procurement efforts. The Department uses a variety of tools to address these challenges, including strengthening the multilateral export control regimes; interdicting shipments of proliferation concern; building other states' capabilities to prevent, impede, and counter proliferation; employing sanctions and other penalties to deter proliferant procurement; screening foreign visitors for non-proliferation concerns; and developing a multipronged approach to address proliferation networks. Led by the Department, the United States works to strengthen the multilateral export control regimes (the Missile Technology Control Regime (MTCR), the Nuclear Suppliers Group (NSG), the chemical and biological weapons-focused Australia Group, and the Wassenaar Arrangement (WA) on Export Controls for Conventional Arms and Dual-Use Goods and Technologies) so they keep pace with emerging technologies and proliferant procurement trends. The Department also works through the regimes and with specialized security assistance programs to bring strategic trade and export control systems up to regime standards in non-member countries, especially supplier states and transit and transshipment hubs. We urge all states to adopt the export control policies and control lists of these regimes. As part of our effort to impede and stop proliferation, the Department works to strengthen the Proliferation Security Initiative and improve international implementation of UNSCR 1540.

North Korea's nuclear and ballistic missile programs and Iran's ballistic missile programs threaten U.S. and international security as well as regional stability. The Department uses the full range of non-proliferation tools outlined above to make these countries' pursuit of such programs more costly, time-consuming, and difficult to advance. In addition, the Department works with regional partners and others to foster missile defense cooperation and enable the Department of Defense to deploy missile defenses as needed.

Key Indicator: Number of new countries adopting the control lists of one or more of the multilateral export control regimes

	FY 2014 Baseline	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	N/A	4	4
Actual	165	2	0	2		



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Indicator Analysis

Membership of the multilateral export control regimes consists of those countries that are the major suppliers or possessors of key dual-use materials or technologies. To extend the regimes' reach to countries beyond that of current membership, the United States urges all countries to apply the control lists and standards set by these regimes. All four regimes have institutionalized outreach efforts to meet with non-member countries, and the MTCR and Australia Group offer special relationships with countries that publicly pledge to unilaterally adhere to their respective control lists and guidelines. The United States joins the regimes' efforts and also conducts intensive bilateral diplomacy to help states develop and improve their strategic trade and export control systems. We have been engaged in this effort for many years, so the baseline for this new indicator is already high. It takes years for a country to bring its export control system up to these international standards, therefore, recent results and out-year targets are very modest. For example, after several years of interaction between the United States, India, and the Wassenaar Arrangement regime partners, in December 2017, India became the 42nd member of the Wassenaar Arrangement.

Indicator Methodology

Information on regime membership and formal unilateral adherence is posted on the MTCR, Australia Group, WA, and NSG websites. This includes information on when countries become new members and new unilateral adherents. There are no known limitations to this data.

Key Indicator: Number of missile defense capabilities, enabled by the Department, deployed in host countries as part of the U.S. homeland and regional defense

	FY 2014 Baseline	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	N/A	8	9
Actual	4	7	8	8		

Indicator Analysis

In FY 2017, the United States continued to deploy missile defense capabilities for both regional and U.S. homeland defense. Following a joint decision with the Republic of Korea, the United States deployed a Terminal High Altitude Area Defense (THAAD) unit to the Republic of Korea, which will significantly enhance our capability to deter and if necessary defeat North Korean ballistic missiles targeted at South Korea. Additionally, the United States moved forward with implementing Phase III of the European Phased Adaptive Approach (EPAA) by continuing construction of an Aegis Ashore site in Poland; this will be the second Aegis Ashore site in Europe, the first, which has 24 interceptors, becoming operational in Romania in 2016. Importantly, our allies and partners continue to support and increase participation in regional missile defense by hosting U.S. forces, participating in multinational



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missile defense events, and acquiring interoperable systems. These deployments not only enhance homeland security and protect U.S. deployed forces, but also are a visible demonstration of the U.S. commitment to our Allies' security as well as more broadly countering the destabilizing effects of ballistic missile proliferation by reducing adversary confidence in their ability to use ballistic missiles as tools of coercion and intimidation. These results are cumulative; for example, in FY 2016, there was one additional deployment.

Indicator Methodology

Data are collected from bilateral consultations, Embassy reporting, and Department of Defense reporting. Most of the data will be publicly known or available, but at times some information may remain classified. In addition, the data does not include multipurpose capabilities, such as ships, where ballistic missile defense is just one capability that the asset employs.

Strategic Objective 1.2: Defeat ISIS, al-Qa'ida and other transnational terrorist organizations, and counter state-sponsored, regional, and local terrorist groups that threaten U.S. national security interests

Strategies for Achieving the Objective/Strategic Objective Progress Update

The Department and USAID will play a key role in implementing the President's plan to defeat the Islamic State of Iraq and Syria (ISIS), through leadership of the Global Coalition to Defeat ISIS. We will work multilaterally through institutions such as the United Nations, G7, and Global Counterterrorism Forum to promote international norms and good practices, and sustain transregional cooperation to prevent and counter terrorism.

We will encourage regional organizations, national and local governments, civil society, faith-based groups, and the private sector to counter these radical ideologies, as well as to prevent and mitigate conditions conducive to instability, radicalization, and terrorist recruitment. We will strengthen democratic, transparent, representative, and citizen-responsive governance and include the voices of women and marginalized communities to increase the trust between government authorities and local populations. Where we have defeated terrorists in the field and ended their control of specific communities, we will support stabilization of liberated areas so that the terrorists cannot return. Syria is a special case in that no legitimate host-nation partner exists to provide effective security, governance, and economic activity in areas freed from ISIS. The way forward in Syria depends upon implementation of UN Security Council Resolution (UNSCR) 2254, including a political transition with international support. Interim arrangements that are truly representative and do not threaten neighboring states will speed the stabilization of liberated areas of Syria and set the conditions for constitutional reform and elections.

The Department and USAID will prioritize their engagement and assistance to stabilize areas liberated from violent extremist organizations, particularly ISIS. We will use innovative approaches to encourage



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host government partners and civil society organizations to undertake critical reforms to establish legitimate governance, restore the rule of law, and address local grievances, particularly among women, religious and ethnic minorities, and other marginalized communities.

Cross-Agency Collaboration

The Department works with other federal agencies and our partner countries' defense, law enforcement, and justice sectors to build and strengthen their institutional counterterrorism and other related capabilities, while reinforcing critical stabilization goals that make such efforts sustainable. We work closely with the Department of Defense to ensure coordinated security cooperation assistance.

USAID designs and delivers programs targeting specific regional and local vulnerabilities, with a focus on improving governance and the ability of partners to assume responsibility for their own prevention efforts. These programs respond to on-the-ground conditions using an array of interventions.

Performance Goal 1.2.1: Contribute to the Defeat of ISIS

Performance Goal Statement: By 2022, contribute to the defeat of ISIS core, its regional branches and nodes, and its global network through mobilization of the Global Coalition, diplomacy, action, humanitarian and stabilization assistance, and international coordination and cooperation. (State)

Performance Goal Overview/Progress Update

Over the past year, the United States and our partners accelerated the fight against ISIS, significantly degraded its safe havens in Iraq and Syria, and challenged its ability to operate around the world. However, as ISIS continues to lose territory in Iraq and Syria, it adapts its tactics toward an insurgent and clandestine presence. ISIS continues to inspire and mobilize supporters and sympathizers through messaging, propaganda, and recruitment efforts.

Degrading and defeating ISIS as part of the Global Coalition is a key component of the Administration's effort to protect America's security at home and abroad. This includes securing homelands and maintaining support for the Global Coalition to Defeat ISIS.

Military gains against ISIS must be consolidated through local partners to provide continuing security as well as humanitarian and stabilization assistance. We believe that diplomatic engagement and targeted development assistance will help prevent new recruitment, reduce levels of violence, promote legitimate governance structures that strengthen inclusion, and reduce policies that marginalize communities.



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Key Indicator: Number of civilian casualties from ISIS-directed or ISIS-inspired terrorist attacks outside of Iraq and Syria

	FY 2015 (appx.)	FY 2016 (appx.)	FY 2017 (appx.)	FY 2018	FY 2019
Target	N/A	N/A	N/A	Total: 0	Total 0
Actual	Total: 1,046 Killed: 350 Wounded: 696	Total: 3,316 Killed: 1,039 Wounded: 2,277	Total: 1,827 Killed: 506 Wounded: 1,321		

Indicator Analysis

This indicator tracks the number of civilian casualties (killed and wounded) in ISIS-directed or ISIS-inspired terrorist attacks outside of Iraq and Syria. One of the most important priorities of the Defeat ISIS plan is to protect the U.S. homeland, Americans and our interests overseas, and our allies. The number of civilian casualties in ISIS-related terrorist attacks is reflective of our efforts to disrupt, interdict, and deny ISIS' intent and capability to conduct external operations, and the ability of the United States and our partners to secure our homelands.

Over the last couple of years, ISIS has attempted to leverage local terrorist groups that rebranded themselves and pledged allegiance to ISIS. ISIS is trying to connect these local insurgencies to its network of foreign terrorist fighters, money, and ideology to create safe havens where they can exist in various parts of the world. ISIS continues to use social media and a broad range of messaging in formal and informal channels to direct, enable, and inspire terrorist attacks. Since its inception, the Global Coalition's campaign to defeat ISIS has worked aggressively to deny ISIS influence beyond Iraq and Syria, and we will continue to do so.

We are applying simultaneous pressure on ISIS on the ground and in cyberspace in areas around the globe. We are enhancing cooperation and border security, aviation security, law enforcement, financial sanctions, counter-messaging, and intelligence sharing to prevent ISIS from organizing, facilitating, and ultimately carrying out attacks in the United States and the homelands of our allies and partners.

The Department's FY 2018 and FY 2019 target for civilian casualties resulting from ISIS-directed or ISIS-inspired terrorist attacks is zero. Protecting the U.S. homeland and our interests is one of the Administration's top priorities, and we are pursuing a whole-of-government approach that uses all tools of national power, in coordination with the Global Coalition, to eliminate ISIS and ensure it is dealt a lasting defeat. Unfortunately, ISIS remains a determined enemy that is not yet defeated, and we expect that ISIS will continue to target U.S. and Western interests around the world.



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Indicator Methodology

START Global Terrorism Database (<http://www.start.umd.edu/gtd/using-gtd/>)

Information in the Global Terrorism Database (GTD) is drawn entirely from publicly available, open-source materials. These include electronic news archives, existing data sets, secondary source materials such as books and journals, and legal documents. All information contained in the GTD reflects what is reported in those sources. While the database developers attempt, to the best of their abilities, to corroborate each piece of information among multiple independent open sources, they make no further claims as to the veracity of this information. Users should not infer any additional actions or results beyond what is presented in a GTD entry, and specifically, users should not infer an individual associated with a particular incident was tried and convicted of terrorism or any other criminal offense. If new documentation about an event becomes available, an entry may be modified, as necessary and appropriate.

Key Indicator: Total number of internally displaced persons (IDPs) who have safely and voluntarily returned to territories liberated from ISIS in Iraq and Raqqa, Syria

	FY 2015 (appx.)	FY 2016 (appx.)	FY 2017 (appx.)	FY 2018 (appx.)	FY 2019 (appx.)
Target	N/A	N/A	N/A	Total: 4,513,991 Iraq: 4,465,991 Raqqa, Syria: 48,000	Total: 4,899,336 Iraq: 4,851,336 Raqqa, Syria: 48,000
Actual	Total: 402,660 Iraq: 402,660 Raqqa, Syria: 0	Total: 947,904 Iraq: 947,904 Raqqa, Syria: 0	Total: 2,330,370 Iraq: 2,282,370 Raqqa, Syria: 48,000		

Indicator Analysis

This indicator tracks the number of people who have returned to their homes safely and voluntarily after being displaced as a result of ISIS' occupation of territory in Iraq and Syria, and the resulting conflict with Coalition partners. According to the Office of the United Nations High Commissioner for Refugees (UNHCR), an IDP is someone who is forced to flee his or her home, but who remains within his or her country's border.



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To ensure the enduring defeat of ISIS, the USG is working with the Coalition to consolidate military gains by promoting explosive remnants of war (ERW) removal and stabilization in areas liberated from ISIS. The number of IDPs who are able to safely and voluntarily return to their homes is a measurement of successful ERW removal, and stabilization diplomacy and programming. Raqqa is the largest population center in Northeast Syria affected by the Defeat ISIS campaign, and remains the focus for returns of displaced Syrians from that region.

Data for Raqqa were not available during FY 2015 or FY 2016, as Coalition operations to liberate Raqqa did not begin until June 7, 2017.

Target Analysis: Of 2.5 million IDPs remaining nationwide, the Government of Iraq expects an estimated 85 percent to return to their areas of origin per a directive from Prime Minister Haider al-Abadi. The Department's FY 2018 target is in line with Abadi's goal; however, the U.S. Government supports the safe, dignified, and voluntary return of IDPs, and is particularly concerned about members of ethnic and religious minorities oppressed by ISIS, but recognizes that security, political, and economic conditions on the ground might not enable the rate of returns that Abadi anticipates.

In Raqqa, Syria, significant ERW removal and stabilization work remains that will complicate efforts to return IDPs to their homes in the coming months.

Indicator Methodology

Data Source: International Organization for Migration (Iraq), The Camp Coordination and Camp Management Cluster (Raqqa) and is open-source.

International Organization for Migration (IOM): The IDP and Returnees Master Lists collect information on numbers and locations of IDPs and returnee families through an ongoing data collection system that identifies and routinely updates figures through contacts with key informants. The unit of observation is the location. Master Lists are fully updated in one calendar month, which means that information on all locations is updated once a month. In two weeks, approximately 50 percent of the locations are updated, data is sent to the IOM Information Management Unit, and the dataset with partial updates is released after quality control, while the teams continue to update information from the remaining locations. By the end of the month, the update is complete and the Displacement Tracking Matrix report is published with fully updated information on IDPs and returnees. Master Lists collect information on the total number of families displaced or returned to a location at the time of data collection, not on new cases. Therefore, at every round of updates, the new count replaces the old count.

<http://iraqdtm.iom.int/Methodology.aspx>.

Camp Coordination and Camp Management Cluster (CCCM): The CCCM cluster works closely with international and local partners to constantly monitor IDP numbers at formal and informal camps in Syria and with local partners to determine returns. The CCCM cluster draws from data provided around registration of IDPs, humanitarian assessments, and partner reporting to provide vetted numbers used across the international community in Syria. The numbers of returnees are affected by the high rate of



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casualties from explosive remnants of war and secondary and tertiary displacement, but throughout the length of the Syrian civil war (since 2011), this methodology has been refined to take this operating environment into account. The added benefit of CCCM data is the presence of the UN and their partners throughout Syria, and the CCCM's ability to check Raqqa return data against areas of the country controlled by the Syrian Regime.

Key Indicator: Number of countries who have joined and are providing military, humanitarian, and stabilization support in the Global Coalition to Defeat ISIS

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	Coalition members: 74	Coalition members: 74
Actual	Coalition Members: 62 Countries participating in airstrikes in Iraq: 9 Countries participating in airstrikes in Syria: 6 Countries providing humanitarian assistance or stabilization assistance in Iraq: 1 Countries providing humanitarian assistance or stabilization assistance in Syria: 1	Coalition Members: 67 Countries participating in airstrikes in Iraq: 9 Countries participating in airstrikes in Syria: 11 Countries providing humanitarian assistance or stabilization assistance in Iraq: 38 Countries providing humanitarian assistance or stabilization assistance in Syria: 47	Coalition Members: 73 Countries participating in airstrikes in Iraq: 9 Countries participating in airstrikes in Syria: 12 Countries providing humanitarian assistance or stabilization assistance in Iraq: 41 Countries providing humanitarian assistance or stabilization assistance in Syria: 48		

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Indicator Analysis

On September 10, 2014, the United States announced the formation of a broad international coalition to defeat ISIS. ISIS presents a global terrorist threat, which has recruited thousands of foreign fighters to Iraq and Syria from across the globe and leveraged technology to spread its violent extremist ideology and to incite terrorist acts. As noted in UNSCR 2170, “terrorism can only be defeated by a sustained and comprehensive approach involving the active participation and collaboration of all States... which is why our first priority is to encourage others to join in this important endeavor.” Sustained Coalition commitment, along with growing international membership in the Coalition, conveys unity of purpose in our shared fight to defeat ISIS, and reflects that the Coalition is a mobilizing mechanism for military and assistance resources, diplomatic leverage, and counter terrorism (CT) global cooperation nested in a much larger diplomatic and CT ecosystem.

The United States emphasizes that there is a role for every country to play in degrading and defeating ISIS. Some partners are contributing to the military effort by providing arms, equipment, training, or advice. These partners include countries in Europe and in the Middle East region that are contributing to the air campaign against ISIS targets. International contributions, however, are not solely or even primarily military contributions. The effort to degrade and ultimately defeat ISIS will require reinforcing multiple lines of effort, including preventing the flow of funds and fighters to ISIS, and exposing its true nature.

Indicator Methodology

This indicator reflects the number of countries and international organizations (including the United States) that have formally joined and/or are participating in the Global Coalition to Defeat ISIS, whether by contributing resources and/or supporting Coalition Working Groups. For purposes of this indicator, a Coalition Member can be defined as any country or international organization that formally joins the Global Coalition and has agreed to publicly acknowledge its membership. This indicator will be measured annually, and will report the total number of Coalition Members at the end of the calendar year.

Subcategories include the number of Coalition partners who have conducted airstrikes against ISIS targets in Iraq; the number of Coalition partners who have conducted airstrikes against ISIS targets in Syria; the number of Coalition partners who have contributed humanitarian or stabilization assistance in Iraq; and the number of Coalition partners who have contributed humanitarian or stabilization assistance in Syria.



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Performance Goal 1.2.2: Preventing and Countering Violent Extremism (P/CVE)

Performance Goal Statement: By 2022, reduce identified drivers of violent extremism in countries, regions and locales most vulnerable to radicalization to terrorism while also strengthening partner government and civil society capacity to prevent, counter, or respond to terrorism and violent extremism. (State and USAID)

Performance Goal Overview/Progress Update

Preventing and countering violent extremism is a key component of a comprehensive strategy for defeating ISIS, al-Qa'ida, and other transnational terrorist organizations. Preventing and countering violent extremism (P/CVE) refers to proactive actions to counter efforts by violent extremists to radicalize, recruit, and mobilize followers to violence and to address specific factors that facilitate violent extremist recruitment and radicalization to violence. P/CVE objectives include building resilience among communities most at risk of recruitment and mobilization to violence; countering terrorist narratives and messaging; and building the capacity of partner nations and civil society to prevent and counter violent extremism.

Despite ISIS' overwhelming battlefield defeat, violent extremist organizations will endure, influence, and inspire terrorist activity so long as the underlying conditions that enabled their expansion remain. These include a mix of political, structural, ideological, and personal factors that create conditions for violent extremism to take root and gain traction. Preventing and interrupting the lifecycle of violence is critical to interrupting the supply of new recruits. The Department and USAID recognize the deleterious effect that violent extremism has on our national security, foreign policy, and development goals.

Key Indicator: Number of Countering Violent Extremism (CVE) programs directly related to U.S. Government CVE objectives implemented in country by civil society and partner governments

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	200	200
Actual	N/A	96	237		

Indicator Analysis

Quantitative and qualitative data is collected on CVE programming in certain at-risk areas. Such data will determine the number of CVE projects currently being implemented. The long-term outcome is a reduction in the number of hotspots of recruitment to terrorism. The assumption is that projects that focus on countering violent extremism will help deter vulnerable individuals from joining terrorist groups, which will reduce hotspots in the long term.



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Indicator Methodology

Data source: Reviews of project and program documents (including quarterly reports); direct observation; PPR submissions.

Data quality: Given the complex environments in which CVE programs are implemented, direct observation is a consistent challenge. The Department and USAID continue to invest in increased partner capacity building efforts to collect this information, in addition to third-party monitoring.

Performance Goal 1.2.3: Counter Messaging

Performance Goal Statement: By 2022, strengthen partner government and civil society capacity to utilize data-driven approaches to counter messaging. (State)

Performance Goal Overview/Progress Update

The Department and USAID's overarching objective is to degrade global terrorism threats so local governments and security forces can contain them and restore stability. Military gains against ISIS, al-Qa'ida, and other terrorist organizations must be consolidated through local partners to provide rule of law as well as humanitarian and stabilization assistance. We believe that diplomatic engagement and targeted development assistance will help prevent new recruitment, reduce levels of violence, promote legitimate governance structures that strengthen inclusion, and reduce policies that marginalize communities. In addition, we must address the ability of ISIS and other terrorist organizations to raise funds, travel across borders, and use communications technology to radicalize and recruit.

Enemies of the United States will continue to modify and adapt their techniques, requiring the Department and USAID to adjust strategies and programs quickly to constantly changing threats. This requires a flexible approach and strong collaboration, both within the U.S. Government and with our international partners, to prevent the flow of funds and fighters to ISIS and to expose its true nature. This includes audience analysis, micro-targeting, and online data metrics to measure resonance in the effort to strengthen partner government and civil society capacity to utilize data-driven approaches to counter messaging.

Key Indicator: Number of capability assessments of foreign messaging centers completed by the GEC's Messaging Integration & Coordination (MIC) team

	Baseline	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	GEC Established in 2016		N/A	N/A	8	6
Actual	N/A	N/A	N/A	3		



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Indicator Analysis

The purpose of the Global Engagement Center’s (GEC’s) foreign messaging center (MC) assessments is to ensure that MCs are 1) networked and working seamlessly with counterpart institutions across national borders to share activities and best practices; and 2) capable of disseminating locally relevant content and adopting U.S. best practices. MCs will undergo a series of assessments to understand if they are performing regular, observable counter-messaging, conducting training/research, and convening partners to message on regional issues.

Indicator Methodology

The GEC reports monthly on the number of assessments that it has conducted. It then compiles this information to report on quarterly.

Key Indicator: Number of counterterrorism messaging campaigns completed, to include those that involve cooperation with foreign governments and/or foreign messaging centers

	Baseline	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	GEC Established in 2016		N/A	N/A	6	7
Actual	N/A	1	2	15		

Indicator Analysis

GEC’s primary partners for campaigns are the Coalition, the Sawab Center, and organizations within the Department of Defense. It is important to note that campaign cooperation with foreign partner messaging centers is constrained by their political priorities and goals, which do not always coincide with those of the GEC.

In 2015, the GEC (then the Center for Strategic Counterterrorism Communications) conducted one social media messaging campaign highlighting ISIS defectors. In 2016, the GEC led two campaigns: a revisiting of the ISIS defectors campaign, and a campaign dubbed “The False Caliphate,” which focused on ISIS inability to adequately or legitimately govern the lands they controlled. In 2017, the GEC led five campaigns: an ISIS “Counter Finance Campaign” that focused on the group’s corruption and mishandling of money, a “Women’s Campaign” that highlighted the group’s historical assault on women and girls, the “D3 Campaign” that pointed out ISIS’s desperation and state of denial in the face of the group’s irreversible decline, an “Inoculation Campaign” that attempted to stave-off ISIS’s influence from audiences most susceptible to their harmful influence, and finally the “Resilience Campaign,” which shared stories and examples of the courage and determination of populations who had survived life under ISIS.



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In 2017, the GEC also supported six foreign partner-led campaigns, four from the Coalition and two from the Sawab Center. Additionally, GEC supported four classified DOD campaigns during that period.

The GEC is planning to lead six campaigns in 2018 and seven campaigns in 2019. In early February, the GEC will launch an “Education Campaign” highlighting the reopening of schools in areas of Iraq liberated from ISIS. Following that, the GEC will lead a “Counter Improvised Explosive Device Campaign.” The remaining four campaigns for 2018 have yet to be developed or planned, and none have been discussed or decided upon for 2019.

With ISIS losing physical territory and its media operations dwindling, in the out years, the GEC will be planning comparatively fewer but also more targeted campaigns.

Indicator Methodology

The data source for this indicator is GEC internal records, especially the GEC’s Nightingale message approval and archiving system. Nightingale assigns postings to campaigns. In addition, GEC’s Content Library indicates which partners use specified content. Each item recorded in Nightingale is reviewed by GEC team leads for accuracy and data quality.

Strategic Objective 1.3: Counter instability, transnational crime, and violence that threaten U.S. interests by strengthening citizen-responsive governance, security, democracy, human rights, and the rule of law

Strategies for Achieving the Objective/Strategic Objective Progress Update

Law enforcement capacity-building programs are the bedrock on which we strengthen partnerships to counter transnational criminal organizations (TCOs). We seek to expand these programs and build the capacity of trustworthy foreign partners through rule of law and anti-corruption assistance in order to facilitate law enforcement development and cooperation. In the Western Hemisphere, we seek to use these programs to target TCO leadership and their support networks, shut down illicit pathways to the United States, and enhance shared security. Globally, we will work with partners to cut financial lifelines for global terror and criminal organizations, including those involved trafficking in persons and wildlife. We will coordinate through regional and international bodies to develop and advance international standards on drug control, and hold partners accountable to burden-sharing.

Development plays a critical role in counteracting the drivers of instability. The Department and USAID will address the underlying causes of crime by supporting critical institutional capacity-building, civil-society strengthening, and reform efforts needed to promote good governance, strengthen the rule of law, and introduce strategies to prevent and mitigate violence. In the Western Hemisphere, we will support economic and social opportunities for those at risk of becoming perpetrators or victims of violence, as well as help improve citizen security. We will emphasize to foreign counterparts how



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citizen-responsive governance and the protection of rights is critical to their own security and prosperity. This includes working to strengthen the institutional framework for the promotion of human rights, the human-rights defenders' protection systems, and communications and collaboration between governments and civil society. We will use foreign assistance, visa sanctions, and multilateral and bilateral engagement to promote government accountability, and support partners in implementing reforms. Recognizing the influential role women can play in conflict prevention, peacebuilding, and stabilization, the Department and USAID are committed to full implementation of the Women, Peace, and Security Act of 2017 (P.L. 115-68), which aims to institutionalize both protection of women in conflict situations and the engagement of women in decision-making processes.

The Department and USAID will make early investments in preventing conflict, atrocities, and violent extremism before they spread. During conflict, we will promote civilian protection and increase support to peace processes. We will enhance partner countries' self-sufficient peace operations, training, and deployment capabilities, and build the capacities of international and regional organizations to conduct peacekeeping missions. Following armed conflict, civilian agencies will lead in consolidating gains and promoting stabilization efforts, including supporting local efforts to manage conflict peaceably; restoring public safety; holding perpetrators of atrocities accountable; and enabling disarmament, demobilization, and reintegration of ex-combatants. The Department and USAID will provide short-term assistance to facilitate political transitions, along with assistance to address the governance challenges that are often the root cause of conflict. In tandem, host governments must increase burden-sharing with international partners, and develop the capability to coordinate their own security strategies.

Cross-Agency Collaboration

The Department and USAID engage bilaterally and through multilateral mechanisms with hundreds of external partners and stakeholders with an interest in reducing global violence and instability. We coordinate programs and strategies with relevant branches of the U.S. Government, including collaboration with the Departments of Defense, Justice, and Homeland Security. We cultivate close relationships with UN organizations and NGOs active in this arena as well.

Performance Goal 1.3.1: Addressing Fragility, Instability, and Conflict

Performance Goal Statement: By 2022, improve the capacity of vulnerable countries to mitigate sources of fragility, instability, and conflict. (State and USAID)

Performance Goal Overview/Progress Update

Effective, resilient, and democratic countries can act as key partners to the United States, supporting our own prosperity and security as well as stability around the globe. However, currently half of the world's population is affected by violence and instability, which imposes a staggering toll on human development, with an estimated cost of more than \$13 trillion per year.



Strategic Goal 1: Protect America's Security at Home and Abroad

USAID and the Department work to ensure that countries have the tools and capacity to resolve conflict, address underlying sources of fragility and instability, and build resilience to external and internal shocks such that countries can more effectively and self-sufficiently respond to crises. The U.S. Government proactively works with countries to prevent and mitigate the consequences of violence, conflict, and violent extremism through peacebuilding and stabilization efforts, with the ultimate goal of preventing dangerous backsliding and helping countries consolidate positive gains.

Key Indicator: Number of USG-funded events, trainings, or activities designed to build support for peace or reconciliation on a mass scale

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	5,135	4,512
Actual	4,982	35,386	6,103		

Indicator Analysis

Many theories of change posit that if there is more grassroots-level support for a peace process, the potential for durable peace will increase. This indicator registers the number of USG-funded activities — such as trainings or events — that aim to build popular support for peace or reconciliation among the general population. Building public support for peace or reconciliation is a critical approach for resolving conflict and for identifying and addressing underlying issues that contribute to fragility and instability. Through support for more inclusive processes, U.S. assistance can improve the prospects for durable peace and help build the resilience of fragile countries to future shocks and challenges. In FY 2017, the U.S. Government supported 6,103 events, trainings, and activities designed to increase broad public support for peace and reconciliation in more than 10 countries. For example, activities focused on conflict analysis at the community level and stakeholder-mapping, engaging women and youth in dialogue initiatives, building social cohesion through sporting and cultural events, and supporting the inclusion of civil society in peace processes.

Indicator Methodology

As programs conduct these activities, the information should be collected and reported through USAID, or other USG, hierarchy. Primary data is generated by USG staff or implementing partners through observation and administrative records. There are modest risks of over-counting for this indicator due to programming in the sector that consists of multiple activities or training sessions; however, the indicator definition provides guidance for avoiding the most common types of over-counting.



Strategic Goal 1: Protect America's Security at Home and Abroad

Key Indicator: Number of people participating in USG-supported events, trainings, or activities designed to build mass support for peace and reconciliation

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	127,937	46,558
Actual	1,557,002	339,467	324,546		

Indicator Analysis

Increased support for peace and reconciliation processes is an important approach for resolving conflict and implementing comprehensive, sustainable solutions. By addressing conflict and reconciliation in an inclusive manner, through broad public engagement, assistance helps build the capacity of vulnerable countries to effectively address conflict, as well as the underlying social, political, and economic factors and state-society relationships that contribute to fragility and instability. This indicator registers the number of men and women identified with a party or parties to the conflict attending events or activities, both public and private, related to building support for peace and reconciliation. In FY 2017, U.S. Government-supported activities designed to build broad public support for peace and reconciliation engaged 324,546 people across multiple countries, including, but not limited to, Armenia, the Central African Republic, Georgia, Macedonia, Mali, Nepal, Nigeria, the Philippines, Senegal, Somalia, South Sudan, and Sri Lanka.

Indicator Methodology

As programs conduct these activities, the information should be collected and reported through USAID, or other USG, hierarchies. USG staff or implementing partners generate primary data through observation and administrative records. Guidance for this indicator instructs OUs to count each person only once per year to reduce possible over-counting.

Key Indicator: Number of local women participating in a substantive role or position in a peacebuilding process supported with USG assistance

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	13,185	8,890
Actual	41,762	49,395	37,150		



Strategic Goal 1: Protect America's Security at Home and Abroad

Indicator Analysis

The Women, Peace, and Security Act of 2017 underscores the importance of empowering women as equal partners in preventing conflict and building peace in countries threatened and affected by war, violence, and insecurity. Women's participation in peacebuilding activities is posited as an important mechanism for improving the overall strength and sustainability of such processes by ensuring focus on a broader set of issues relevant to preventing, managing, and resolving conflict and by bringing the skills and capacities of women to bear in these processes. This indicator is intended to capture the participation of local women in peacebuilding processes, defined as formal (diplomatic or official) or informal (grassroots, civil society) activities aimed at preventing or managing violent conflict, resolving conflict or the drivers of conflict, and sustaining peace following an end to violent conflict. Reporting allows the Department and USAID to track progress against a core commitment of the Women, Peace, and Security Act of 2017 – supporting women's substantive participation in efforts to build peace and security. In FY 2017, the U.S. Government supported the active participation of 37,150 women in peacebuilding and stabilization processes in more than 15 countries, including Bosnia and Herzegovina, Burma, the Democratic Republic of the Congo, Georgia, Guinea, Kenya, Mali, Nepal, Papua New Guinea, Somalia, South Sudan, Sri Lanka, and Uganda.

Indicator Methodology

The primary data for this indicator will come from implementing partners, collected through the review of relevant project/program documents (e.g., quarterly and final reports, project-monitoring records); analysis of secondary data (e.g., newspapers, records of proceedings) or direct observation of processes by post also may also be useful.

Guidance for this indicator addresses the modest risks of over-counting, including the potential to count the same individual more than once per year, or to count individuals not substantively engaged in the peacebuilding process; to be counted under this indicator, a person's role in the peacebuilding process must involve realistic opportunities to share information and represent one's own perspectives, or those of a group one represents; to help define issues, problems, and solutions; and to influence decisions and outcomes associated with the process or initiative.



Strategic Goal 1: Protect America's Security at Home and Abroad

Performance Goal 1.3.2: Open/Accountable Government

Performance Goal Statement: By 2022, contribute to strengthened democratic governance through targeted assistance to improve citizen engagement, strengthen civil society, increase transparency, and protect human rights. (State and USAID)

Performance Goal Overview/Progress Update

Globally, developing countries with ineffective government institutions, rampant corruption, and weak rule of law have a 30 to 45 percent higher risk of civil war and a heightened risk of criminal violence. The Department and USAID will work to ensure that countries understand how citizen-responsive governance and protection of rights is critical to their own security and prosperity, and to building enduring and constructive partnerships with the United States.

The Department and USAID leverage foreign assistance funds to support critical institutional capacity-building, civil-society strengthening, and reform efforts needed to promote good governance, strengthen the rule of law, and introduce violence prevention, mitigation, and stabilization strategies.

Key Indicator: Number of individuals receiving voter education through U.S. Government-assisted programs

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	3,207,041	1,279,216
Actual	N/A	1,448,778	2,734,067		

Indicator Analysis

The provision of voter-education in developing democracies helps ensure citizens have the information they need to be effective participants in the democratic process, contributing to the development or maintenance of electoral democracy. This indicator tracks the number of eligible voters who receive voter-education messages through print, broadcast, or new media, as well as via in-person contact, as a result of U.S. Government-funded programming. As a result of U.S. Government assistance, 2,734,067 individuals received voter education in 10 countries in FY 2017, including educational content focused on topics such as explanation of the voting process, the functions of the office(s) being contested, and the significance of the elections in democratic governance. Aggregated worldwide, this indicator demonstrates the broad reach of U.S. Government assistance designed to support effective, democratic, citizen-responsive governance.



Strategic Goal 1: Protect America's Security at Home and Abroad

Indicator Methodology

Review of project/program documents from implementers; attendance sheets and independently collected audience estimates can also demonstrate coverage. Given the data limitations, OUs should detail the data-collection-calculation methodology for each method used in their Performance Management Plans (PMP) data-reference sheets, along with efforts they take to avoid multiple counting. There are risks of counting individuals more than once in a given year, as individuals can participate in more than one event supported with U.S. Government assistance.

Key Indicator: Number of individuals receiving civic education through U.S. Government-assisted programs

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	6,638,345	4,389,060
Actual	N/A	169,982	4,462,613		

Indicator Analysis

The provision of civic education in developing democracies will help ensure individuals have the information they need to be effective participants in the democratic process, which contributes to the development or maintenance of electoral democracy. This indicator tracks the number of individuals that receive civic education through print, broadcast, or new media, as well as via in-person contact, as a result of U.S. Government-funded programming. In FY 2017, as a result of U.S. Government assistance, 4,462,613 individuals received civic education through a wide range of activities designed to improve their capacity to participate actively in democratic processes and advocate for greater government responsiveness and accountability. Aggregated worldwide, this indicator demonstrates the broad reach of U.S. Government assistance designed to support effective, democratic governance.

Indicator Methodology

Review of project/program documents from implementers; attendance sheets and independently collected audience estimates demonstrate coverage. Given the data limitations, OUs should detail in their PMP data-reference sheets the data-collection-calculation methodology for each method used, along with efforts they take to avoid multiple counting. There are risks of counting individuals more than once in a given year, as individuals can participate in more than one activity supported with U.S. Government assistance.



Strategic Goal 1: Protect America's Security at Home and Abroad

Key Indicator: Number of non-state news outlets assisted by USG

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	1,005	738
Actual	1,770	1,227	1,704		

Indicator Analysis

By strengthening the independent sources of professional and objective news available to the public, U.S. Government assistance to news outlets contributes to increased transparency and accountability in countries where the United States seeks to advance citizen-responsive governance, security, democracy, and rule of law. This indicator tracks the number of non-state-controlled news outlets, including privately owned, community, or independent public service media outlets, assisted by training, grants, or other support. In FY 2017, the U.S. Government provided assistance to 1,704 non-state news outlets, including television, radio, print, and online media sources in more than 35 countries, several affected by conflict. U.S. Government assistance funded radio programming with a focus on daily news, rule of law, advocacy for human rights, democratization, humanitarian issues, and peacebuilding.

Indicator Methodology

Data for this indicator are reported annually through the PPR. The number reported should be a simple count of relevant activities in a given year. The primary data for this indicator should come from reporting from implementing partners (e.g., quarterly or annual reports) and other relevant project documentation (e.g., project-monitoring records) as applicable. There are no data-quality considerations for this indicator.

Key Indicator: Number of judicial personnel trained with USG assistance

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	26,289	20,100
Actual	10,230	28,774	34,039		

Indicator Analysis

Training of judicial personnel improves their ability to more effectively carry out their duties, improving the capacity of the judiciary to act as a check on government power and underscoring the value of and necessity for judicial independence, transparency, and accountability in a democratic society. This indicator tracks the number of judicial personnel, including judges, magistrates, prosecutors, advocates,



Strategic Goal 1: Protect America's Security at Home and Abroad

inspectors, and court staff, who received training or participated in education events supported with U.S. Government assistance. In FY 2017, U.S. Government assistance funded training for 34,039 judicial personnel in more than 30 countries around the world. Personnel received training on critical issues necessary to advance the rule of law and promote the effective administration of justice, such as victim rights, anti-corruption, commercial law and dispute-resolution, gender-based violence, legal ethics, trial advocacy, client-counseling, and legal writing.

Indicator Methodology

Annual review of project/program documents to determine the number of activities funded by the USG to train judges and judicial personnel and the number of individuals reached through attendance sheets and on-site observations by USG officials. There are no data-quality considerations for this indicator.

Key Indicator: Number of USG-assisted civil society organizations (CSOs) that participate in legislative proceedings and/or engage in advocacy with national legislature and its committees

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	173	134
Actual	40	77	334		

Indicator Analysis

Participation by civil society in democratic policy-making improves the transparency and accountability of the legislative process, but requires both capacity on the part of civil society and openness to public engagement in policy-making by government. This indicator tracks several outcomes important for effective, democratic governance, including improvements in legislative openness and transparency, and increased CSO participation in legislative processes. In FY 2017, 334 U.S. Government-funded CSOs in more than 16 countries participated in legislative proceedings, or engaged in advocacy with national legislative bodies. These civil-society groups engaged in a wide range of advocacy activities, such as attending and contributing to public hearings or committee meetings, submitting policy briefs or position papers, providing comments on proposed legislation, and meeting with members of the legislative branch.

Indicator Methodology

Reports of committee proceedings, augmented by implementing partner audits. There are no data-quality considerations for this indicator.



Strategic Goal 1: Protect America's Security at Home and Abroad

Performance Goal 1.3.3: Transnational Crime

Performance Goal Statement: By 2022, work with partner country governments to strengthen criminal justice systems and support prevention efforts in local communities in order to build capacity to address transnational organized crime. (State)

Performance Goal Overview/Progress Update

Transnational crime fuels corruption, finances insurgencies, and distorts markets. TCOs traffic in persons and wildlife, and contribute to the domestic opioid crisis by bringing heroin and synthetic opioids across U.S. borders.

Crime and insecurity are often a consequence of weak democratic norms and institutions. TCOs and other illicit actors can exploit areas of weak governance to act as a safe haven to grow their enterprise. Globally, developing countries with ineffective government institutions, rampant corruption, and weak rule of law have a 30 to 45 percent higher risk of civil war and a heightened risk of criminal violence.

These conditions present an opportunity for the Department and USAID to work to counter transnational crime through a range of programs, authorities, and diplomatic engagements. Law enforcement capacity-building programs are the bedrock on which we strengthen partnerships to counter TCOs. We seek to expand these programs and build the capacity of trustworthy foreign partners through rule of law and anti-corruption assistance to facilitate law enforcement development and cooperation. In the Western Hemisphere, we seek to use these programs to target TCO leadership and their support networks, shut down illicit pathways to the United States, and enhance shared security. Globally, we will work with partners to cut financial lifelines for global terror and organized crime organizations, including those involved with human and wildlife trafficking.

When the law enforcement agencies of our partners are unable to counter the production and growth of drugs, money-laundering, corruption, and violent crime, these TCOs flourish. By supporting vetted and specialized law enforcement units, the United States will build our partners' capacity to address transnational organized criminal activity and stop factors that enable TCOs to proliferate before they threaten the United States or undermine governance and stability abroad. The more units that the United States supports, the more partners we enable to fight transnational organized crime to bolster the work of U.S. federal law enforcement agencies by establishing partners to address criminal activities before they reach the U.S. homeland and to address cases that transcend borders. By tracking the arrests made for these related crimes with U.S. assistance, we will be able to observe the number of arrests that have benefited from the skills and techniques taught in our courses, and from the equipment and facilities we have provided. Arrests are a necessary step to disrupting TCO activity, by bringing perpetrators to justice and countering their destabilizing effects.



Strategic Goal 1: Protect America's Security at Home and Abroad

Key Indicator: The number of host nation criminal justice personnel who received USG-funded Anti-Trafficking in Persons training

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	4,529	4,529
Actual	3,525	4,566	4,529		

Indicator Analysis

The Department of State Office to Monitor and Combat Trafficking in Persons (J/TIP)'s foreign assistance seeks to train and equip the criminal-justice and security sectors to investigate, prosecute, and punish the crime of human trafficking adequately. Establishment of a comprehensive legal framework is the first step in enabling a government's effective response to human trafficking. However, ensuring that criminal-justice and security actors know how to use these frameworks, how to protect victims, and how to bring traffickers to justice is equally important to stopping the crime.

In FY 2017, J/TIP strengthened the capacity of 4,529 foreign criminal-justice and security sector personnel through active work from grant recipients, particularly in South and Central Asia. J/TIP programs in that region, particularly in India, Bangladesh, and Pakistan, trained nearly 400 police officers and 165 prosecutors. J/TIP trained 365 criminal-justice personnel in the Southern African Development Community on data collection on human trafficking, which, when done properly, is a strong tool that can facilitate investigations and prosecutions of human-trafficking crimes. Most J/TIP grantees provided improved disaggregation by gender and profession from the previous year, but some still require improvement in disaggregation. J/TIP is currently working with these grantees to ensure they can fully report on these indicators in the future.

Indicator Methodology

Primary data (quarterly reports submitted by grantees; pre- and post-tests; informal or formal pre- and post-activity surveys/questionnaires; formal pre- and post-activity surveys/questionnaires; attendance sheets; site-visit checklists; direct observation). In FY 2017, J/TIP increased partner capacity-building efforts. Moving forward, implementers will be more familiar with the requirements for collecting this information and continue to improve their data-collection, particularly the gender and profession disaggregation for this indicator.

Strategic Goal 1: Protect America's Security at Home and Abroad

Key Indicator: Metric tons of illicit narcotics seized by U.S. Government-supported host government units in USG-assisted areas

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	7,000 MT	7,000 MT
Actual	419.414 MT	11,600.369 MT	Jan-Jun 2017 3,063 MT		

Indicator Analysis

The Department continues to strengthen monitoring and evaluation processes to capture information on results and to link data with specific programs and funding as directly as possible. Data was first collected on this indicator in FY 2015 from a limited selection of countries. In subsequent years, more countries have reported, but it has not been until FY 2017 that holistic data from all countries that receive International Narcotics Control and Law Enforcement (INCLE) funding has been collected. The data from FY 2017 will serve as the baseline, although there is data from FY 2015 and FY 2016, since FY 2017 is the first reporting period for which data collection on this indicator was not limited to a small selection of countries.

Indicator Methodology

Data will be collected through regular reporting by implementing partners to program managers, and then compiled through a semi-annual data call. The Department compiled both quantitative and qualitative data on the results of foreign capacity building in combating TCOs. All actions reported were not necessarily explicitly caused by Department funding, but were included if foreign capacity building played a contributing role. The data may be over-inclusive in cases where reporting is not wholly reliable, or where data reported was only loosely tied to programs. A number of countries with programs related to combating TCOs did not report on certain indicators due to an inability to collect reliable and consistent data from partners, including foreign governments. Alternatively, some governments' laws tend to inflate indicator data (i.e., arrests). Going forward, additional reporting or reporting changes may increase or decrease the figures.

Key Indicator: Number of vetted and specialized law enforcement units receiving support

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	215	220
Actual	N/A	N/A	Jan-Jun 2017 209 units		



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Indicator Analysis

The Department continues to strengthen monitoring and evaluation processes to capture information on results and to link data with specific programs and funding as directly as possible. Data was first collected on this indicator in FY 2017, and the resulting report will serve as a data baseline against which the Department can measure progress in addressing the threat posed by TCOs, specifically in response to priorities determined by the interagency and the National Security Council.

Indicator Methodology

Data will be collected through regular reporting by implementing partners to program managers, and then compiled through a semi-annual data call. The Department continues to strengthen monitoring and evaluation processes to capture information on results and to link data with specific programs and funding as directly as possible.

Key Indicator: Arrests made by USG-assisted law enforcement personnel for trafficking crimes of illegal gathering, transportation, and distribution of drugs, chemicals, wildlife, weapons, or humans

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	115,000 arrests	115,000 arrests
Actual	N/A	N/A	Jan-Jun 2017 63,610 arrests		

Indicator Analysis

The Department continues to strengthen monitoring and evaluation processes to capture information on results and to link data with specific programs and funding as directly as possible. Data was first collected on this indicator in FY 2017, and the resulting report will serve as a data baseline against which the Department can measure progress in addressing the threat posed by TCOs, specifically in response to priorities determined by the interagency and the National Security Council.

Indicator Methodology

Data will be collected through regular reporting by implementing partners to program managers, and then compiled through a semi-annual data call. The Department compiled both quantitative and qualitative data on the results of foreign capacity building in combating TCOs. All actions reported were not necessarily explicitly caused by Department funding, but were included if foreign capacity building played a contributing role, at least. The data may be over-inclusive in cases where reporting is not



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wholly reliable, or where data reported was only loosely tied to programs. A number of countries with programs related to combating TCOs did not report on certain indicators due to an inability to collect reliable and consistent data from partners, including foreign governments. Alternatively, some governments' laws tend to inflate indicator data (*i.e.*, arrests). Going forward, additional reporting or reporting changes may increase or decrease the figures.

Strategic Objective 1.4: Increase capacity and strengthen resilience of our partners and allies to deter aggression, coercion, and malign influence by state and non-state actors

Strategies for Achieving the Objective/Strategic Objective Progress Update

The United States will maintain our leadership and strong, forward diplomatic presence built on enduring security partnerships to collectively deter aggression, reduce threats, and assist our allies in sustaining favorable regional strategic balances. We will expand our network of alliances and partnerships and increase our ability to influence malign actors' policy choices and encourage their adherence to a rules-based international order.

To advance our interests in the most dynamic region of the world, we will support a free and open Indo-Pacific, working with allies and partners to promote economic prosperity, security, and democratic governance. We will deepen our unique strategic partnership with India, a fellow democracy and pillar of rules-based international behavior. To balance Chinese influence, we will reinforce existing regional alliances, including those with Japan, Australia, and the Republic of Korea, and strengthen other security partnerships, including with India. We will engage with China to address our differences on North Korea and in other areas, including trade and territorial disputes. To counter Russian aggression and coercion, the Department will lead allies in enhancing NATO's deterrence and defense posture, promote deeper NATO partnerships with like-minded nations, and build bridges between NATO and the European Union (EU) to confront the full range of hybrid threats.

To mitigate efforts to undermine civil society and democratic norms, the Department and USAID will assist governments, NGOs, and faith-based organizations that face coercion and malign influence. The United States will continue to champion long-standing, foundational values of freedom and liberty. We will work with our partners to eliminate corruption and support the rule of law, strengthen civil society and democratic institutions; enhance energy security; support financial and trade reforms; support economic diversification; and foster independent, professional media.

The Department will pursue a range of security sector assistance activities to strengthen our alliances and partnerships, assist them in their efforts against malign influence and aggression, and maintain favorable regional balances of power. We will ensure that U.S. foreign-policy goals fundamentally guide security-sector decision-making, and through grant assistance and arms sales, we will judiciously equip partners and allies with capabilities that support strategic priorities. We will forge lasting security relationships by improving interoperability between the United States and coalition partners; securing



Strategic Goal 1: Protect America’s Security at Home and Abroad

access and legal protections to facilitate deployment of U.S. forces; and supporting professional military education and training of partner nations. The Department will continue missile defense cooperation to deploy missile defense capabilities to defend the U.S. homeland, U.S. deployed forces, allies, and partners.

In conjunction with allies, partners, and in multilateral fora, we will devise, implement, and monitor economic and energy sector sanctions. The Department will seek to increase cooperation with allies and partners to counter Iranian threats and destabilizing behavior; through sanctions, we will constrain Iran’s ballistic missile program and degrade its support for terrorism and militancy.

The Department will build a coalition of like-minded governments to identify and hold regimes accountable that engage in or permit malicious cyber activities to occur on their territory, contrary to the United States’ supported framework of responsible state behavior in cyberspace, and to address threats from non-state actors. We will use a similar approach when addressing challenges in outer space.

Cross-Agency Collaboration

The Department provides foreign policy advice to Department of Defense programs, policies, and planning. The Department and USAID use Development Assistance and Economic Support Funds to support critical institutional capacity building and reform efforts. The Department uses Public Diplomacy funds to engage publics vulnerable to malign influence campaigns and counter disinformation.

Additional Evidence Measuring Achievement of the Objective

Key Indicator: The dollar value of public and private investment and other financial resources mobilized behind international strategic energy infrastructure projects as a result of USG action

	FY 2015 Baseline	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	\$3.5 billion	\$3.5 billion
Actual	N/A	\$6.839 billion	\$3.45 billion		

Indicator Overview

Helping our partners and allies across the globe to increase and diversify both the sources and suppliers they use to meet growing energy needs will prevent malign state actors and strategic competitors from using control of oil and gas production and transportation infrastructure to exert political influence. Countering the influence of primary energy suppliers or cartels over the global energy trade will also reduce the risks of supply shocks and price-manipulation, all of which can have severely destabilizing consequences for security in fragile states and emerging economies.



Strategic Goal 1: Protect America's Security at Home and Abroad

Russian dominance of gas exports to Eastern and Southern Europe enables Russia to use energy as a political lever, and Russia seeks to reinforce and extend its control through new Russian-backed pipelines to Europe. The United States supports Europe's own goal of enhancing its energy security through diversification of fuel type, routes, and sources, by opposing the Russian pipelines, encouraging Europe to expand its energy interconnections to increase resilience to Russian threats, and sourcing gas from new non-Russian sources. In the Western Hemisphere, we support new international energy infrastructure to help integrate North American energy production and transport and establish a new and independent "energy superpower" that would counter the influence of energy cartels. We promote electrical interconnections and development of new sources of energy throughout Central America, the Caribbean, and Africa to reduce drivers of instability and mass migration by promoting regional prosperity.

Physical and political barriers to developing and transporting oil and gas resources exist throughout the Middle East, North Africa, and the Eastern Mediterranean. Countries like Iraq and Libya struggle to unlock the energy revenues that could provide the foundation for political stability and security. Inadequate transregional oil, gas, and electricity interconnectivity deprives Europe of access to alternative energy suppliers, prevents governments in North Africa from generating badly needed oil and gas income, and contributes to the regional inequality that drives geopolitical challenges ranging from mass migration to violent extremism. Maritime boundary disputes between Cyprus and Turkey, Israel and Lebanon, and countries throughout the South China Sea prevent development of significant offshore oil and gas resources, increase the possibility of actual confrontation, and squander the potential for energy resources to serve as a bridge between and among regions.

Working with the interagency, we will identify and promote public and private investment for international strategic energy infrastructure and will use sustained and carefully coordinated diplomatic engagement and technical assistance to help resolve political and policy barriers to the development and transport of energy resources that would support the security of our partners and allies. These efforts will reinforce the continuing role of the United States as a force for global stability, will help safeguard the global energy supply from political manipulation and malign influence, and will ensure energy resources promote prosperity and development, rather than fuel conflict and violence.

Indicator Analysis

The target data will reflect, in U.S. dollars, the amount of new capital or other financial resources committed to international strategic energy infrastructure projects through equity investments, grants, bond issuances, sovereign loans, guarantees, and other financial instruments. While the Department of State has long played a leading role in U.S. advocacy and diplomatic engagement on strategic energy infrastructure projects abroad, these data have not been tracked previously so the baseline figure is 0. Results from FY 2016 include commitment of funds for developments in the Eastern Mediterranean that diversify the sources of gas within the region, which contributes to regional energy security and cooperation. In addition, the FY 2016 results include infrastructure for liquefied natural gas (LNG) in the Caribbean that diversified fuel sources and reduced reliance on oil imports, as well as LNG import



Strategic Goal 1: Protect America's Security at Home and Abroad

infrastructure in South Asia. FY 2017 results include a cross-border transmission line in South Asia, additional investments in gas-production in the Eastern Mediterranean, and funding committed to the Southern Gas Corridor infrastructure to bring gas from Azerbaijan to Europe. The targets for FY 2018 and FY 2019 reflect commitment of new financing for international strategic energy infrastructure projects in development or agreement to commence new projects that would support U.S. international strategic energy infrastructure goals. These targets are lower than the FY 2016 result but higher than the FY 2017 result because the unusually large financial commitments for strategic energy projects in FY 2016 are not expected in later years. The data as reported by the end of each Fiscal Year may be incomplete because of differences between the U.S. and other fiscal calendars and to delays in reporting of private-sector financing data.

Indicator Methodology

The Department will measure this indicator by initially determining a region-by-region list of strategic energy infrastructure projects that the Department is actively supporting in order to strengthen the resilience of our partners and allies facing malign influence and coercion by state and non-state actors. The Department will then track the value of funds committed toward the list of international strategic energy infrastructure goals and projects. Data will derive from project reports of international financial institution project reports, infrastructure-project documentation, official public announcements and other evidence of new contract signings, and open source reporting from U.S. embassies, other Federal Government Departments and Agencies, and analyst firms. Data-quality will generally be sound given that the due diligence conducted by investors to justify the amount of capital involved, though the terms of some agreements — particularly those receive private finance — can be business-confidential and thus must be protected. Care also must be taken to ensure financing figures included in publicly announced agreements related to energy projects represent actual capital commitments, and not aspirational goals.

Performance Goal 1.4.1: Securing Cyberspace

Performance Goal Statement: By 2022, significantly increase international cooperation to secure an open, interoperable, reliable, and stable cyberspace and strengthen the capacity of the United States and partner nations to detect, deter, rapidly mitigate, and respond to international cyber threats and incidents. (State)

Performance Goal Overview/Progress Update

The Securing Cyberspace Performance goal is used to measure State's progress in promoting an "open, interoperable, reliable, and secure internet that fosters efficiency, innovation, communication, and economic prosperity, while respecting privacy and guarding against disruption, fraud and theft" as stated in the May 11, 2017 Presidential Executive Order, Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure ("the E.O 13800").



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E.O. 13800 directed key departments and agencies to: (1) report on U.S. Government international engagement priorities in cyberspace; (2) develop strategies to strengthen the deterrence posture of the United States in cyberspace; and (3) enable the United States to engage proactively with all partners to address key issues in cyberspace. The Department led the interagency process to draft both a report on Deterrence and Protection, and a U.S. Engagement Strategy for International Cooperation in Cybersecurity.

U.S. national security interests, continued U.S. economic prosperity and leadership, and the continued preeminence of liberal democratic values hinge on the security, interoperability, and resilience of cyberspace. U.S. innovation, economic growth, and competitiveness depend on global trust in the Internet and confidence in the security and stability of the networks, platforms, and services that compose cyberspace. The global nature of cyberspace necessitates robust international engagement and collaboration to accomplish U.S. Government goals.

In order to better secure cyberspace, the U.S. Government will work internationally, through both diplomatic engagement and development assistance, to:

1. Increase international stability and reduce the risk of conflict stemming from the use of cyberspace;
2. Identify, detect, disrupt, and deter malicious cyber actors; protect, respond to, and recover from threats posed by those actors; and enhance the resilience of the global cyber ecosystem;
3. Uphold an open and interoperable Internet where human rights are protected and freely exercised and where cross-border data flows are preserved;
4. Maintain the essential role of non-governmental stakeholders in how cyberspace is governed; and
5. Advance an international regulatory environment that supports innovation and respects the global nature of cyberspace.

The Department and USAID will lead efforts to secure cyberspace and expand the number of U.S. allies on cyber foreign policy through increased bilateral and multilateral diplomatic outreach and targeted capacity building. The United States will build support among like-minded countries to address shared threats and deter malicious cyber activity contrary to the U.S.-supported framework of responsible state behavior in cyberspace, consisting of the applicability of international law and support for voluntary, non-binding norms. We will assist nations in their efforts to secure their infrastructure and to develop or mature their cyber policy, legal, and regulatory environments, in collaboration with allies, partners, and like-minded stakeholders — including industry, academia, and civil society — to adapt and continually improve our shared capabilities to address these cyberspace threats.



Strategic Goal 1: Protect America’s Security at Home and Abroad

Key Indicator: Number of countries, economies, and/or regional organizations with which the Department of State has new or sustained engagement on cyber issues

	FY 2015	FY 2016	FY 2017 Baseline	FY 2018	FY 2019
Target	N/A	N/A	N/A	89	92
Actual	N/A	N/A	86		

Indicator Analysis

Given the interconnected nature of cyberspace, it is in the interest of the United States to establish and sustain engagements on cyber issues with partners in order to build partnerships that can be leveraged to detect, deter, rapidly mitigate, and respond to international cyber threats and incidents from state and non-state actors that threaten U.S. national and economic security.

In the previous JSP, the Department reported the number of countries with which the previous U.S. International Strategy for Cyberspace had been implemented. Since the U.S. International Strategy for Cyberspace is no longer the preeminent policy document driving diplomatic engagement and development assistance activities, it is not appropriate to use FY 2015 or FY 2016 data from the previous JSP as our baseline. Instead, we will establish a FY 2017 baseline that better aligns with the priorities outlined in E.O. 13800, and provides greater flexibility to capture the breadth of diplomatic engagements in accordance with the Executive Order.

The Department of State leads U.S. diplomatic engagements and/or development assistance to achieve shared interagency cyber goals and objectives. The data will include countries, economies (e.g. Taiwan), and/or regional organizations (e.g., European Union (EU), African Union Commission (AUC), African Regional Economic Communities, Organization of American States (OAS), Organization for Security Cooperation in Europe (OSCE), Association of Southeast Asian Nations (ASEAN), ASEAN Regional Forum (ARF), etc.) State worked with on cyber issues through diplomatic engagement and/or development assistance. The target is to sustain the number of U.S. partners from year to year, through continuous diplomatic engagement and development assistance activities, while gradually expanding the number of new partners when strategic opportunities arise. This indicator counts “partners,” and the indicator related to enhanced diplomatic engagements counts the occurrence of enhancement.

Indicator Methodology

The Office of the Coordinator for Cyber Issues (S/CCI) regional leads, in coordination with the various Regional Bureaus, will maintain and report all relevant data at the end of each fiscal year. The parameters for a new or sustained partnership with a nation, economy, or regional organization are defined by State Department diplomatic engagement and/or development assistance activities. This could include, but is not limited to, activities such as bilateral dialogues, multilateral dialogues, working



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groups, steering committees, capacity building, and joint cooperation. The data will define the partner and our nature of the engagement(s) with them.

Any new partners will be identified in the appropriate reporting year, and the nature of the engagement(s) with them will be defined. This will allow us to determine if the relationship was sustained and/or enhanced in years to come. Partners with sustained engagements will be determined by the continuation of engagement from year to year. The data is not cumulative from year to year; instead, it counts the number of partners in a given year.

We anticipate challenges in appropriately capturing the number of partners due to how scheduling aligns with the fiscal calendar (e.g., an annual engagement with a partner occurs in September 2018, but not again until October 2019, thus is not reported for FY 2019). In addition, there could be unexpected delays in the working relationship (e.g., change in governments) that could interrupt the pattern of engagement. The ability to build new partners is contingent on having the appropriate human and budgetary resources to do so.

To ensure data quality, the data will be defined throughout the reporting period with the partner and type(s) of engagement. The total number of partners will be cumulated annually. In addition, every reporting year, a narrative will accompany the data that provides justification and context for the number in the reporting year, as well as projection into the next year. For example, if in FY 2018 we did not sustain our engagement with a partner due to scheduling conflicts, we would explain that in the narrative and would include that partner in our expected FY 2019 results.

Key Indicator: Number of enhanced diplomatic engagements facilitated by the Department of State on cyber issues

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	30	25
Actual	N/A	N/A	0		

Indicator Analysis

By enhancing our diplomatic engagements on cyber issues with established partners (e.g., countries, economies, and/or regional organizations), the United States will be better positioned to build a coalition of like-minded governments that agree to the U.S.-supported framework of responsible state behavior in cyberspace. This will strengthen the United States and our allies' ability to identify and hold regimes accountable that engage in or permit malicious cyber activities to occur on their territory, and to address threats from non-state actors.



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The data collected on enhanced diplomatic engagements aligns with and will support the priorities outlined in E.O. 13800, and captures the maturity of diplomatic engagements in accordance with the Executive Order.

The Department of State leads U.S. diplomatic engagements to achieve shared interagency cyber goals and objectives. FY 2018 and beyond will capture data on the enhanced diplomatic engagements on cyber issues between the United States and countries, economies (e.g., Taiwan), and/or regional organizations (e.g. EU, AUC, African Regional Economic Communities, OAS, OSCE, ASEAN, ARF, etc.). The target is to continually enhance our diplomatic engagements on cyber issues with established partners, particularly in light of any new U.S. initiatives or policy directives. The indicator related to new or sustained engagement counts “partners,” and this indicator counts the occurrence of enhancement.

Indicator Methodology

S/CCI regional leads, in coordination with the various Regional Bureaus, will maintain and report all relevant data at the end of each fiscal year. The parameters for an enhanced engagement are relative to each partner and our working relationship on cyber issues. Enhanced diplomatic engagements on cyber issues could include, but are not limited to, releasing joint policy statements, signing onto a new cyber initiative (e.g., a Cyber Deterrence Initiative), new bilateral dialogues, new multilateral dialogues, new working groups, new steering committees, enhanced capacity building, joint cooperation, etc. The data will be generated by looking at the new and sustained partners of the Department of State in order to determine the number of enhanced diplomatic engagements that occurred from the list of partners and their existing engagement(s). The data will be defined by the enhanced engagement(s). For example, annually we have a bilateral cyber dialogue with Country X. Therefore, Country X is counted as a sustained partner. If in addition to our ongoing cyber dialogue, Country X decides to sign onto a Cyber Deterrence Initiative (CDI) with the United States, this new diplomatic engagement with Country X (the CDI) would be considered an enhanced engagement and would be counted under this indicator.

The data does not capture cumulative or sustained activity; instead, it measures the number of occurrences in a given year. To this point, coupled with the nature and significance of the work, we expect the annual numbers to be smaller than the indicator of new or sustained engagements.

There are limitations in being able to define an enhanced engagement since it can be relative to each partner, and the needs in cyberspace are rapidly changing. The results of FY 2018 are expected to be higher than following years since they could capture engagements that did not occur with partners noted in the FY 2017 baseline for the indicator on new or sustained engagements. The ability to enhance our engagements with partners is contingent on having the appropriate human and budgetary resources to do so.

To ensure data quality, the data will be defined throughout the reporting period by the enhanced engagement(s). The total number of enhanced engagements will be annually cumulated. In addition, every reporting year, a narrative will accompany the data that provides justification and context for the number in the reporting year, as well as projection into the next year.



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Strategic Objective 1.5: Strengthen U.S. border security and protect U.S. citizens abroad

Strategies for Achieving the Objective/Strategic Objective Progress Update

The Department will continue to enhance the refugee security screening and vetting processes. We will work with other agencies to establish a uniform baseline for screening and vetting standards and procedures across the travel and immigration spectrum. Visa application forms, as well as the adjudication and clearance processes, will conform to common standards for applications, official U.S. Government interactions and interviews, and systems checks as mandated. We will support our partners in their efforts to support refugees and migrants near their home regions through a variety of programmatic and bilateral diplomatic tools.

The Department will continue to work with our international partners to exchange information on known and suspected terrorists and other threats to U.S. citizens at home and abroad. We will ensure that interagency and international arrangements are maintained and updated, providing the highest possible degree of information sharing of terrorist and criminal identities.

The Department will strengthen our partners' abilities to provide security for Americans in their country by promoting increased cooperation with U.S. homeland security policies and initiatives. We will further refine safety and security information provided to U.S. citizens, which will help them to make more informed decisions about their travel and activities. The Department promotes information sharing and the widespread adoption of cybersecurity best practices to ensure all countries can implement the due diligence to reduce the risk of significant incidents from occurring.

The Department will work with interagency partners and the transportation industry to enhance global transportation security. We will inform foreign partners of non-imminent persistent threats to spur international border and transportation security efforts, including implementation of international standards and recommended practices. We will continue to urge countries to employ threat-based border security and enhanced traveler screening; to improve identity verification and traveler documentation; and to use, collect, and analyze Advanced Passenger Information and Passenger Name Record data in traveler screening to prevent terrorist travel.

Cross-Agency Collaboration

The Department works closely with other U.S. Government agencies, Congress, service organizations, advocacy groups, the travel industry, and state and local governments to advance the full range of consular and other activities in support of border protection. The following list highlights key external partners:

1. U.S. Government agencies including DHS, Justice, DOD, and the intelligence community
2. Terrorist Screening Center



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3. American Chambers of Commerce
4. Federal, state, and local governments
5. Travel and tourism community
6. Centers for Disease Control and Prevention

Performance Goal 1.5.1: Engaging Partner Nations

Performance Goal Statement: By 2022, increase information sharing with partner nations and improve partner nation connectivity to international criminal and terrorist databases in order to better identify individuals with derogatory information seeking to enter the United States. (State)

Performance Goal Overview/Progress Update

We seek to protect the homeland and U.S. interests abroad by strengthening our partners' abilities to provide security for Americans in their country, by increasing their cooperation in implementing U.S. homeland security policies and initiatives, building their border security capacity, and encouraging them to adopt similar approaches that stop criminals and terrorists from reaching our shores. Information and intelligence gathered in pursuit of the defeat of ISIS and other terrorist threats result in the discovery of known and suspected terrorist identities that populate multiple U.S. Government watchlists used to vet and screen prospective travelers to the United States, including visa applicants and refugees. By enabling partners to disrupt TCOs involved in human smuggling as far from our borders as possible, we can deter and prevent the flow of irregular migration into the United States. Activities to build the capacity of foreign government law enforcement partners and enhance information sharing among foreign partners and their U.S. counterparts protects U.S. citizens by addressing potential threats before they reach the homeland. This improved foreign partner capacity also creates a more secure environment for U.S. citizens traveling and residing abroad. Additionally, data gathered across all mission spaces informs the content of consular messages to U.S. citizens as well as other audiences. Utilizing these synergies, and applying ever more sophisticated technologies and automation, we seek to constantly refine and strengthen the programs and structures that secure our borders and the well-being of our fellow citizens.

The Department undertakes efforts to ensure our fellow citizens' safety abroad and the security of our borders are not threatened by those seeking to harm our citizens and/or exploit the U.S. visa and admissions system for nefarious purposes. At home and abroad, we protect U.S. national borders through sharing of information within and between governments, by improving passport security, and by implementing effective visa adjudication processes that deny access to individuals who pose risks to U.S. national security. We also encourage foreign partners to conduct risk-based security and border screening at all land, air, and sea borders, to protect their countries and U.S. citizens in those locations and to deter terrorist travel — including to the United States. We also engage with international partners to increase their capacity to manage migratory flows, recognizing that strong rule of law restricts the environment in which potential threat actors can operate.



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Key Indicator: Number of new governments sharing information with the United States to prevent terrorists from reaching the border

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	10	10
Actual	4	9	10		

Indicator Analysis

State signed the vast majority of Visa Waiver Program (VWP) countries in 2013 (as required by VWP legislation) to HSPD-6 arrangements. Next, we engaged select partners based on their assessed threat nexus, technical capacity, and bilateral policy considerations. Beginning in FY 2016, State focused engagement on countries with a high volume of Foreign Terrorist Fighter travel in, to, or through their borders — the Balkan region, North Africa, and the Persian Gulf region. In FY 2018 and FY 2019, we expect to conclude agreements with the few unsigned countries in those regions and increase engagement in the Western Hemisphere and Africa. We anticipate these potential partners will have limited operational capability and heightened political sensitivities; therefore, the Department will look for synergies with other counterterrorism programs to increase partner capacity and promote full implementation of information sharing arrangements.

Indicator Methodology

The Bureau of Counterterrorism (CT) and Countering Violent Extremism /Terrorist Screening and Interdiction Programs negotiates and monitors implementation of HSPD-6 arrangements.

Key Indicator: Number of multilateral and regional initiatives that the CT Bureau funds to raise awareness of and increase political will and capacities of countries to adopt U.S. standards and approaches

	FY 2015 Baseline	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	4	1
Actual	1	2	3		

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Indicator Analysis

This indicator provides the number of CT-funded initiatives implemented through multilateral and regional fora that promote effective awareness of best practices and counterterrorism policies and programs related to border screening and security, including aviation, maritime, and document security, information sharing, and collection and use of traveler data. An effective counterterrorism policy or project is defined as a set of capabilities and/or procedures that improve a nation’s capacity to prevent, combat, and respond to terrorist travel and acts of terrorism; addresses identified vulnerabilities or gaps in existing capacity; and respects human rights and rule of law. Multilateral fora include, but are not limited to, all UN entities, International Organization for Migration (IOM), OSCE, regional bodies such as OAS, ASEAN, or the AU, the Global Counterterrorism Forum (GCTF), Institute for Security Studies (ISS), etc.

Indicator Methodology

Indicator tracks the number of State-funded initiatives, as captured by CT/Multilateral Affairs.

Key Milestones:

Due Date: Fiscal Year and Quarter	Milestone	Anticipated Barriers or Other Issues Related to Milestone Completion
FY 2022, Q1	INL capacity building will help Mexico to create a biometric identity management system, which may be replicable in other countries, that enables automated data sharing among agencies and with the United States by 2021	Political transitions in Mexico at both the federal and state level may affect the pace of program implementation and shift Mexico’s strategic priorities

Milestone Analysis

This initiative will create a single national biometric platform for Mexico. Mexican migration, law enforcement, and security institutions located at ports of entry and checkpoints throughout the country will be able to collect, store, and analyze biometric data enrolled in this platform. Per an information-sharing agreement, Mexico will be able to share information with U.S. law enforcement to support cross-border investigations.

Annual benchmarks for achieving the milestone:

- 2018: Mexico’s National Migration Institute and the United States have an automated, daily biometric exchange capability.



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- 2019: Mexico creates a biometric identity management system to allow compatibility for multiple Mexican agencies.
- 2020: An additional Mexican agency obtains capability to routinely share information with the United States.
- 2021: Mexico has a fully operable national, interagency biometrics system with daily automated information sharing with the United States.

Milestone Methodology

The data is collected through regular reporting from implementing partners and oversight conducted by Bureau of International Narcotics and Law Enforcement Affairs (INL).

Performance Goal 1.5.2: Protect the Security of U.S. Citizens through Timely Dissemination of Information

Performance Goal Statement: Through 2022, ensure timely dissemination of safety, security, and crisis information that allows U.S. citizens to make informed decisions for their safety while traveling or residing abroad. (State)

Performance Goal Overview/Progress Update

The Department has no greater responsibility than the safety and security of U.S. citizens overseas. Part of that responsibility is providing information to help U.S. citizens make informed decisions about traveling abroad. In 2014, the Bureau of Consular Affairs (CA) initiated an evaluation in the wake of public feedback that showed confusion about the types of Consular messages. Deloitte, an independent consulting firm, evaluated the Consular Information Program (CIP), including the six primary messaging products: Travel Warnings, Travel Alerts, Security and Emergency Messages, Country-Specific Information pages, and Fact Sheets. The analysis revealed that the public had challenges accessing the information and did not know how to use what they read. This led to an extensive overhaul of CA's public safety and security messaging strategy, along with upgrades to travel.state.gov, the Bureau's public-facing website for consular information. The goal of the improvements was to make it easier for U.S. citizens to access clear, reliable, and timely safety and security information about every country in the world. Implementation challenges for CA included the number of systems across multiple platforms that needed to be upgraded for the information and the website to be improved.

In January 2018, CA launched new consular information products with improved layout and access for public users, and improved internal processes for drafting and clearing content. This provided a new baseline for measuring reach, interactions, and timeliness. CA will continue to monitor how users engage with products, looking at items such as access points, length of time on pages and amplification of our products through digital engagement. CA will additionally continue to develop our crisis communications capability using social media to enable real-time communication with affected U.S.



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citizens, and to integrate such communication into our overall crisis response efforts. We will provide posts overseas with more comprehensive toolkits for outreach on safety and security information and will provide them with more training, particularly on the use of social media in crisis communications. Most importantly, we will continue to track our internal processing to ensure information is provided to the traveling public as quickly as possible.

Key Indicator: Activation of appropriate Consular crisis response tools within six hours after notification of a crisis event

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	100%	100%
Actual	N/A	N/A	N/A		

Indicator Analysis

The number of crisis response communication tools activated for any given crisis can vary greatly depending on various factors. Examples of crisis tools include banners on one or more travel.state.gov webpages to direct traffic to a crisis-specific web page, an online form to contact CA for welfare/whereabouts assistance, email addresses for the public or Congress to contact CA regarding welfare/whereabouts assistance, and standing up a Consular Task Force. Consular Affairs/Overseas Citizens Services/Consular Crisis Management (CA/OCS/CCM) utilizes a consultative process with post and domestic stakeholders to determine the tools appropriate for the context and severity and type of crisis. Upon notification of a crisis, CA/OCS/CCM provides a list of possible tools to post and seeks post input regarding the most appropriate tools needed for the consular response abroad. In addition, CCM collaborates with other domestic stakeholders to identify which tools are needed domestically for consular response (up to and including establishing a formal Consular Task Force). Based on the input received, and leveraging its own institutional knowledge, CCM identifies the appropriate tools to activate. Should the circumstances of the crisis change, or more information become available, CCM initiates an abbreviated version of this collaborative process mid-crisis to determine if additional tools are needed.

CA/OCS/CCM has not previously collected data for this particular target time frame (within six hours after notification of a crisis event). CCM will establish an event log as a firm indicator of actions taken and activation timelines. CCM identified this six-hour timeline as it provides sufficient time to engage in the consultative process and take action while still being appropriately responsive to the needs of the public. For example, CCM determined that it was not tenable to ask the public to wait longer than six hours for CA to create and have posted a crisis-specific internet page, or email addresses the public could use to contact a Consular Task Force to request welfare/whereabouts assistance.



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Indicator Methodology

CA/OCS/CCM measures activation of crisis tools by time and date when CCM becomes notified of the crisis event and when the tools are determined as active. CA will reference event logs to measure the amount of time taken to activate all tools deemed appropriate by stakeholders. For each crisis throughout the reporting period, CA will use these logs to measure if all appropriate tools were launched within six hours (marking 100 percent activation within timeframe for the given crisis) or not. Though CA/OCS/CCM initiates the activation of the crisis tools, it relies on other offices to ensure the activation is complete. CA will also only report data if it is necessary to respond to a crisis.

Key Indicator: Achieve all required dissemination targets for travel advisory content within three hours of final Department clearance for each country that moves into the Level 3 (Reconsider Travel) or Level 4 (Do Not Travel) category

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	90%	TBD
Actual	N/A	N/A	TBD		

Indicator Analysis

With our new travel advisories, CA has made a commitment to provide clear, reliable, and timely information to users via travel.state.gov, our Smart Traveler Enrollment Program (STEP), and our press/social media presence. In months to come, we will track the amount of time it takes new or renewed Level 3 and Level 4 products to complete the Washington-based dissemination requirements as set forth in the Foreign Affairs Manual. These include 1) posting to travel.state.gov, 2) STEP notification, 3) notifying Department stakeholders through a designated distribution list, and 4) issuance of a media note. The baseline numbers will be established with a snapshot look at 20-25 products (travel warnings or travel alerts) that were disseminated in 2017. While the historical data will not directly correlate to the updated products (travel advisories) and process, it will provide comparison data of a like product as a baseline. FY 2018 data will further refine our goals, and assist in establishing new targets for FY 2019 and beyond.

Indicator Methodology

In the coming year, we will establish a tracking mechanism to capture data about each travel advisory that moves into a Level 3 or Level 4 category. Time stamps from each final, cleared product by a Country Officer and a subsequent logging of each critical dissemination step will allow for an analysis of the data on a semi-annual basis.



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Key Indicator: Review and update all country information pages on travel.state.gov at least once annually to ensure current and relevant safety and security information

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	100%	100%
Actual	0	0	TBD		

Indicator Analysis

OCS maintains a number of country information pages on travel.state.gov that include a wealth of information, including travel safety, intercountry adoption, International Parental Child Abduction information, and judicial assistance. While our goal has been to update annually, we have not always achieved this in past years due to both understaffing and the desire to integrate web changes during the review process. With the new website and information products, OCS is committed to tracking timely updates of all country information pages.

Indicator Methodology

The new content management system within CA allows for clearer tracking of the last-revised date. We have created a schedule and will be working with subject matter experts across OCS to update in a timely fashion. We will issue quarterly reports to supervisors, and an annual report on efforts to achieve our goal.

Performance Goal 1.5.3: Excellence in Passport Services Delivery

Performance Goal Statement: Through 2022, continue to ensure vigilant, accurate, and timely passport services to U.S. citizens. (State)

Performance Goal Overview/Progress Update

CA's mission is to provide consular operations that most efficiently and effectively protect U.S. citizens, ensure U.S. security, facilitate the entry of legitimate travelers, and foster economic growth. One core function of this mission is the provision of passport services in a vigilant, accurate, and timely manner. By accurately and efficiently adjudicating U.S. passport and visa applications, CA ensures that the most coveted travel documents are kept out of the hands of those wanting to do harm to the United States.

Domestically, the State Department supports a significant presence across the country to respond to the passport service needs of the U.S. public. Most notably, this presence consists of 29 passport agencies and centers and a network of more than 7,500 public offices managed by the U.S. Postal Service and many other federal, state, and local government agencies/offices that are designated to accept passport applications. The number of valid passports in circulation has doubled in the past



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decade. Approximately 136 million U.S. citizens, or 41.9 percent of the population, have valid passports. In FY 2017, CA received 19.6 million passport applications, a 16.4 percent increase over FY 2016 and the largest number on record. An ongoing increase in passport renewal applications represents a rising challenge to the achievement of this performance goal. Demand for passports is inherently unpredictable in the long-term, and this variability can greatly affect workload planning efforts.

Key Indicator: Process 99 percent of passport applications within publicly available time frames

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	99%	99%
Actual	99.7%	99.9%	99.9%		

Indicator Analysis

In FYs 2015-2017, the Department met its goal of processing more than 99 percent of passport applications within publicly available timeframes despite demand increasing by 34.2 percent (5 million applications) during this same time period. Passport Services (PPT) distributed application workload across its network of passport agencies and centers to ensure that all resources were fully employed and customer service timeframes were met. PPT also implemented a recruitment campaign that increased the number of trained passport specialists from 1,120 in FY 2015 to 1,457 in January 2017, which ensured adequate staffing was in place to process the anticipated workload. PPT's continuous analysis of workload, increased support from PPT Headquarters personnel and other CA staff, and extensive use of overtime ensured the timely processing of passport applications even as workload continued to increase.

Indicator Methodology

CA generates two reports using the Management Information System — the routine aging report and the expedite aging report — in order to determine if we are meeting the customer service expectations posted on the Department's website, <https://travel.state.gov/content/passports/en/passports.html>. The reports track the total number of days an application takes to complete, including processing times.

Performance Goal 1.5.4 (Agency Priority Goal): Enhance our Immigrant and Non-Immigrant Visa Security Screening Protocols

Performance Goal Statement: By September 30, 2019, we will update the DS-160 and DS-260 nonimmigrant and immigrant visa application forms and add the newly-collected fields to our data sharing feeds for interagency partners. (State)



Strategic Goal 1: Protect America's Security at Home and Abroad

Performance Goal Overview/Progress Update

Executive Order 13780 (*Protecting the Nation from Foreign Terrorist Entry into the United States*) directs the interagency to review the process of adjudicating applications for visas and other immigration benefits in order to improve screening and vetting. In particular, Section 5 of the Executive Order directed the interagency to submit a report to the White House outlining proposed uniform screening and vetting standards for all applicants. The Section 5 60-day report identified 16 critical fields that should be collected from every applicant. The Department's DS-160 and DS-260 non-immigrant and immigrant application forms already collect 15 of the 16 critical fields, though some minor refinements may be required to comply fully with the report's recommendations. The only missing field is social media identifiers. Additionally, DOJ recommends the addition of four specific questions regarding criminal history, foreign travel, deportation, and nexus to terrorism to all visa and immigration forms.

To complete this task, we must 1) reach interagency agreement on the use and definition of required social media information; 2) obtain OMB approval to revise our visa application forms; and 3) update our visa processing systems.

Key Milestones:

Due Date: Fiscal Year and Quarter	Milestone	Anticipated Barriers or Other Issues Related to Milestone Completion
FY 2018, Q1	Definition and formulation of policy strategy and initial discussion with interagency stakeholders to identify barriers and other issues	N/A
FY 2018, Q2	Publication of form change proposal in Federal Register; technical requirements defined	Interagency inability to reach consensus
FY 2018, Q3	State submits Paperwork Reduction Act package to OMB	Significant volume of public comments for review
FY 2018, Q4	Online forms updated; systems upgrade complete	Lack of IT personnel resources; Unforeseen technical issues
FY 2019, Q1	Technical systems monitored for stability and data integrity	Unforeseen technical issues
FY 2019, Q2	Initial statistical analysis of quarterly data to determine effectiveness	Unforeseen technical issues

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Due Date: Fiscal Year and Quarter	Milestone	Anticipated Barriers or Other Issues Related to Milestone Completion
FY 2019, Q3	Further statistical review and analysis	Unforeseen technical issues
FY 2019, Q4	Final evaluation of forms enhancement program and policy	N/A

Please refer to www.Performance.gov for more information on this APG, including the latest quarterly progress update.

Strategic Goal 2: Renew America's Competitive Advantage for Sustained Economic Growth and Job Creation

Strategic Objective 2.1: Promote American prosperity by advancing bilateral relationships and leveraging international institutions and agreements to open markets, secure commercial opportunities, and foster investment and innovation to contribute to U.S. job creation

Strategies for Achieving the Objective/Strategic Objective Progress Update

The Department will advocate on behalf of American workers by seeking to lower foreign trade and investment barriers and to attract new job-producing investment and legitimate foreign visitors and students to the United States. Through diplomatic engagement bilaterally and in international fora, the Department and our embassies will continue to work to break down barriers to U.S. exports and target unfair policies that adversely affect U.S. businesses. Our expanded outreach to U.S. exporters, including by identifying market opportunities and challenges and publicizing foreign procurement tenders, will remain critical to efforts to boost U.S. exports. We will target assistance efforts to create a level playing field for doing business, including rules supporting fair and reciprocal trade, business friendly regulation, and adherence to high standards. The Department will modernize defense trade policies and regulations to support national-security and foreign-policy goals, increase resilience, and enhance the competitiveness of key U.S. manufacturing and technology sectors. We will promote education exports, such as study in the United States, through student-advising centers and other programs, and support American scientists, engineers, and innovators in international settings.

The Department's officials will work bilaterally and through international institutions to ensure that foreign governments do not employ practices such as weak systems for labor, environment, or intellectual-property rights, data-localization requirements, or state subsidies to compete unfairly. We will also work to establish clear, transparent markets outside of formal negotiations, expanding fair access for U.S. products, services, and technology. Department of State and USAID programs will support market-based economic reforms and target improved commercial law and trade regimes, benefiting U.S. exporters by reducing barriers at foreign borders. We will work to empower women economically, as a driver of development and trade. We will leverage public-private partnerships and targeted foreign assistance to work with foreign partners to address barriers to trade and investment and economic growth.

Cross-Agency Collaboration

Interagency partners include the Departments of the Treasury (DOT), Commerce (DOC), Transportation (DOT), Homeland Security (DHS), Justice (DOJ), the United States Trade Representative (USTR), Overseas Private Investment Corporation (OPIC), Trade and Development Agency (USTDA), Millennium Challenge Corporation (MCC), Federal Communications Commission (FCC), Federal Aviation Administration (FAA), Federal Maritime Commission, Maritime Administration, Customs and Border Protection (CBP), the Department of Agriculture (DOA), Environmental Protection



Strategic Goal 2: Renew America's Competitive Advantage for Sustained Economic Growth and Job Creation

Agency (EPA), and the National Oceanic and Atmospheric Administration (NOAA). Other partners include American Chambers of Commerce overseas and the U.S. Chamber, foreign development assistance agencies, and multilateral development finance institutions.

Performance Goal 2.1.1: Supporting the Export of U.S. Goods and Services

Performance Goal Statement: By 2022, using 2017 baseline data, support increased exports of U.S. goods and services by increasing by 50 percent appropriate commercial advocacy for U.S. businesses. (State and USAID)

Performance Goal Overview/Progress Update

Expanding access to future markets, investment, and trade involves formal trade agreements, setting international standards that enable fair competition and allow for a transparent trade environment, and working-level collaboration to create demand for U.S. products and services. Agreements are important, but only open the door: U.S. firms still have to win contracts. Through economic and diplomatic work, the Department sets the stage for U.S. companies to enter new markets and then highlights the attributes of U.S. firms, promotes technical, scientific, and innovation cooperation that can lead to common or mutually accepted standards, and heightens interest in U.S. technology and services.

One of the clearest indicators of success in these activities that facilitate increased investment and trade is the ability of U.S. firms to win foreign-sponsored projects. When an American supplier is selected, it shows that required elements are in place: market opening agreements; a functioning foreign economy capable of purchasing U.S. goods and services; receptiveness to U.S. suppliers; and effective U.S. Government advocacy on behalf of U.S. firms.

The DOC's Advocacy Center manages the U.S. Government's advocacy process and works with other agencies to coordinate high-level U.S. Government engagement. This support helps U.S. exporters win public sector contracts with foreign government agencies. Department of State Ambassadors and senior officials raise advocacy cases in meetings with foreign counterparts to assist U.S. firms. Senior-level advocacy on these premier cases is the pinnacle of the Department's advocacy efforts and requires close coordination between the Departments of State and Commerce in support of economic growth and jobs at home. Senior-level advocacy interventions with foreign governments include points raised in meetings, letters sent, and calls made regarding premier advocacy cases where senior State officials intervened.

The World Trade Organization Trade Facilitation Agreement (TFA) contains provisions to streamline the movement of goods across borders. In order to improve transparency and reduce the time it takes to move goods across borders, USAID provides technical assistance to developing countries to meet their TFA commitments. For example, USAID works with developing countries by facilitating self-assessments that helps a country identify what it will need in order to implement the TFA, the time it will take to implement each provision, and the country's technical assistance needs. Implementation of the



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TFA is expected to provide cost and time savings for companies associated with trading goods regionally and internationally, potentially creating new trade opportunities worldwide.

Key Indicator: Number of State Department high-level commercial advocacy efforts to support U.S. export of goods and services

	FY 2015	FY 2016	FY 2017 Baseline	FY 2018	FY 2019
Target	N/A	N/A	40	48	50
Actual	58	44	44		

Indicator Analysis

Advocacy wins are often multi-year efforts. This indicator tallies advocacy efforts when a win is recorded (e.g., contract signed); the annual value is thus subject to rise and fall with global economic trends and underlying business opportunities available for U.S. Government advocacy. As facilitators and not decision makers, U.S. Government advocacy may not result in wins for U.S. companies. The Department of State continued to advance the goal to improve and expand Department of State high-level advocacy. The established target for FY 2017 was 40 recorded wins, exceeded for this reporting period.

Indicator Methodology

The indicator tracks interactions by senior Department of State officials (Ambassadors, Deputy Chiefs of Mission, Principal Officers, or Deputy Assistant Secretary-level and above) reported in the Advocacy Center's annual Summaries of Wins document and through supplementary reporting to the Economic and Business Affairs Bureau (EB). The DOC's Advocacy Center maintains a list of cases approved for U.S. Government advocacy, which typically take the form of phone calls, meetings, and/or letters to foreign government officials in support of a U.S. company or business unit. Data compiled is a result of reporting by the field and Washington offices to the Advocacy Center and the Bureau of Economic Affairs, Office of Commercial and Business Affairs (EB/CBA) of principal advocacy engagements.

Key Indicator: Number of U.S. aviation agreements reached or expanded

	FY 2015	FY 2016 Baseline	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	2	2
Actual	4	2	2		



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Indicator Analysis

The Department continues to seek agreements that expand U.S. airlines' access to foreign markets. The Department of State also prioritizes work to enforce existing civil air transport agreements and to promote safe and secure travel. Many variables influence the realization of this indicator including economic trends and internal political dimensions of the negotiating parties.

Indicator Methodology

This indicator tracks official bilateral and multilateral agreements in the aviation sector. In addition to the number of agreements concluded, the Department also tracks a number of milestones related to progress on reaching new agreements including preparatory discussions and actions taken to enforce existing agreements. The indicator results include additions to existing agreements to expand access for U.S. airlines.

Key Indicator: Doing Business Trading Across Borders score for partner countries with USAID trade facilitation programming

	FY 2015	FY 2016	FY 2017 Baseline	FY 2018	FY 2019
Target	N/A	N/A	N/A	70	70
Actual	65.9	67	71.4		

Indicator Analysis

While USAID programming in trade-facilitation always seeks to improve the score of partner countries on the Trading Across Borders indicator of the World Bank's Doing Business database, there are many other factors outside of USAID's manageable interest that affect this score, such as the country's internal political changes and policies regarding customs and border-management. At the same time, the specific countries that benefit from USAID trade-facilitation programming changes every Fiscal Year for a number of reasons. The number of benefitting counties went from 23 in FY 2015 and FY 2016 to 17 in FY 2017. That said, the average score of USAID beneficiary countries is trending upwards, as governments generally understand better the benefits of trade-facilitation, and are more motivated to collaborate with USAID to reduce the time and cost to trade. These factors open markets, and improve bilateral trade with the United States, which increases American prosperity.

Indicator Methodology

These data come from the World Bank's Doing Business database (<http://www.doingbusiness.org/>), under the Trading Across Borders indicator. The indicator represents an average of the overall distance-to-frontier score, not the ranking, for those countries that benefit from USAID's Trade and



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Investment programming for that year in USAID's annual Operational Plans. The World Bank calculates these scores by taking the simple average of the distance-to-frontier scores for the time and cost for documentary and border compliance to export and import for that country. The Bank gathers their data through a questionnaire administered to local freight-forwarders, customs brokers, port authorities, and traders.

Performance Goal 2.1.2: Increasing U.S. Digital Exports

Performance Goal Statement: By 2022, support increases in exports of U.S. digital products and services by advocating for regulatory environments that enable cross-border data flows and digital trade, contributing to information and communications technology (ICT) services growing to more than \$70 billion. (State)

Performance Goal Overview/Progress Update

U.S. digital exports are a major contributor to jobs creation and economic growth in the United States. The internet, including digital trade, accounts for over six percent of U.S. gross domestic product (GDP), more than construction or the U.S. Government. High-tech industries employed nearly 17 million U.S. workers in 2014, accounting for 12 percent of total employment and almost 23 percent of U.S. economic output. The United States seeks to further grow these digital exports through lowering barriers in overseas markets to exports of U.S. digital goods and digitally enabled services of all types through bilateral and multilateral engagement. The United States encourages regulatory environments that enable the development and deployment of information technology and telecommunications goods and services generally and are open to American providers specifically. These efforts complement the U.S. private sector competitors' strength in this field.

Key Indicator: Value of information and communications technology services exports

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	\$68 billion	\$70 billion
Actual	N/A	\$66.1 billion	\$67 billion		

Indicator Analysis

As a key component of the digital economy, U.S. digital services exports are an important contributor to job creation and economic growth in the United States. In order to support growth in U.S. digital services exports, the Department seeks to lower barriers in overseas markets to U.S. digital goods and digitally enabled services of all types through bilateral and multilateral engagement. The Department encourages regulatory environments that enable the development and deployment of information technology and telecommunications goods and services generally and are open to foreign providers



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specifically. These efforts complement the strengths of U.S. private sector competitors in this field, and enable exports to further the growth of this key sector of the U.S. economy.

Indicator Methodology

The DOC's Bureau of Economic Analysis (BEA) gathers information about U.S. services exports as part of its estimation of U.S. GDP. This indicator is drawn from the BEA International Services dataset, Table 3.1, U.S. Trade in ICT and Potentially ICT-Enabled Services, by Type of Service, Line 1. This data is reported annually by BEA (<https://www.bea.gov/scb/pdf/2017/10-October/1017-international-services-tables.pdf>)

Key Indicator: Number of companies participating in the U.S.-EU Privacy Shield

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	2,850	3,280
Actual	0	0	2,480		

Indicator Analysis

The U.S.-EU Privacy Shield Framework, launched in August 2016, provides companies on both sides of the Atlantic with a mechanism for complying with EU data protection requirements when transferring personal data from the EU to the United States. The Framework includes redress mechanisms, notably the Department-led Privacy Ombudsperson, to handle private citizen complaints regarding data access by the U.S. Intelligence Community (IC). Privacy Shield faces litigation in European courts over perceptions of this access by the IC. The Department manages the processing of the complaints. During the first annual Privacy Shield review in Washington on September 18-19, 2017, questions from EU counterparts focused on how the Department's Ombudsperson would interact with the IC. To join Privacy Shield, a U.S.-based company must self-certify to the DOC and publicly commit to comply with the Framework's requirements. Privacy Shield improved transatlantic data protection practices and enables the free flow of information that sustains more than \$1 trillion in annual transatlantic trade.

Indicator Methodology

This indicator tracks the official number of organizations that have completed the self-certification to the EU-U.S. Privacy Shield Framework process. Indicator data is provided by the DOC. As Privacy Shield was launched in August 2016, organizations could not complete the self-certification process prior to FY 2017 and thus the FY 2015 and FY 2016 figures are zero.



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Key Indicator: Number of economies participating in the Asia-Pacific Economic Cooperation Cross-Border Privacy Rules (APEC CBPR) Process

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	6	8
Actual	N/A	4	4		

Indicator Analysis

While the U.S.-EU Privacy Shield facilitates transatlantic personal data flows and digital services exports, one of the key gaps frequently identified by industry is the lack of harmonized standards for data privacy in the rest of the world. Part of the answer lies with the APEC CBPR, a mechanism designed to increase interoperability of domestic privacy regulatory systems in the Asia-Pacific Region. The APEC CBPR Process enables U.S. digital services exports to the 21 APEC members, which together represent 54 percent of the world GDP. However, the CBPR Process is an optional mechanism available to APEC members that must take a number of administrative and legal steps to join. The CBPR Process provides a flexible, interoperable approach to data privacy compliance that provides U.S. businesses with a framework for providing digital products and services in the Asia-Pacific region, enabling greater U.S. export opportunities. Promoting greater participation in the CBPR Process will increase opportunities for U.S. companies to export digital services, thus contributing to U.S. economic growth and employment.

Indicator Methodology

The APEC Secretariat tracks the number of economies that participate in the CBPR Process.

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Performance Goal 2.1.3: Science, Technology, and Innovation

Performance Goal Statement: By 2022, increase the number of partners engaged with the U.S. to promote and expand cooperation in science, technology and innovation to boost American prosperity. (State and USAID)

Performance Goal Overview/Progress Update

The United States is an undisputed science, technology, and innovation leader. Expanding international collaboration on science and technology and fostering private sector productivity by working with foreign partners to adopt improved management practices and technologies strengthens our shared capabilities for growth and innovation. Science diplomacy, including technical and scientific exchanges, brings these economic benefits home to the American people.

Exchanges and technical assistance serve as a bridge with foreign countries and technology leaders, advance research and policy collaboration in addressing common challenges, and build respect for the United States as a meritocracy driven by knowledge and innovation. The Science Envoy Program and the Embassy Science Fellows Program are predicated on the interest of host countries to engage on scientific issues of mutual interest and on the reciprocal commitment of U.S. scientists and technical experts, and their home institutions, to dedicate their time and resources to support international engagement and partnership. These programs, and others like them that seek to foster science, technology, and innovation engagement and cooperation around the world, are positively correlated with stable democracies and economic prosperity.

The United States actively engages a growing number of countries that have greatly increased their science and technology investments and have first-rate scientists and technological capabilities. Like the United States, they see science, technology, and innovation as one of the key drivers for sustained economic growth. High-profile engagement and increased international cooperation allows the United States to strengthen our bilateral relationships with key partners, increase access to scientists and facilities around the world, generate cost savings in high-value research, foster economic development domestically and overseas, and advance other U.S. foreign policy priorities.

Key Indicator: Number of private sector firms that have improved management practices or technologies as a result of USG assistance

	FY 2015	FY 2016	FY 2017 Baseline	FY 2018	FY 2019
Target	N/A	N/A	N/A	1,574	678
Actual	N/A	N/A	2,119		



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Indicator Analysis

Firms improve their productivity, and in turn their competitiveness, by adopting improved management practices and technologies. This then leads to increased profits and employment, and therefore broad-based economic growth in host countries. The indicator data represents reporting from eight OUs. Due to a major program in the Philippines concluding in FY 2017 and another large program in the agricultural sector in Georgia ending in FY 2019, the aggregate targets are decreasing.

Indicator Methodology

This indicator measures the number of firms receiving USG assistance that improved their management practices (e.g., financial management, strategic planning, marketing, or sales) or technologies (e.g., acquisition of better equipment or software, or better application of technology) in the past year. The data are taken from the performance reports submitted by the Department and USAID OUs through the PPR in the Foreign Assistance Coordination and Tracking System. In the narrative reporting for this indicator, OUs explain how they define improved management practices or technologies.

Key Indicator: Number of countries that participate in State scientific fellowships and exchanges

	FY 2015 Baseline	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	45	45
Actual	36	52	48		

Indicator Analysis

Through the Science Envoy and Embassy Science Fellowship programs, U.S. scientists and technical experts travel to partner countries to work with their counterparts to conduct research and advance policy objectives. Their work demonstrates the value of American approaches to science, technology, and innovation, and establishes relationships that serve as a basis for continuing engagement.

The U.S. Science Envoy Program works with eminent U.S. scientists and engineers to leverage their expertise and networks in order to forge connections and identify opportunities for sustained international cooperation. Building on the United States' international leadership and influence in science and technology, the Envoys Program has proven a valuable tool to advance American interests and promote U.S. values like meritocracy, transparency, and equal participation. The Embassy Science Fellows program leverages the broad expertise of federal government scientists and engineers and coordinates short-term assignments for them to work in U.S. Embassies to advance American interests and promote U.S. values such as meritocracy, transparency, and equal participation.



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Indicator Methodology

Envoy and Fellow visits are based on mutual interest and objective benefit as determined through active collaboration between the Department, the envoys and fellows, and their home institutions, as well as the host governments and members of the science, technology, and innovation community in these designated countries. Therefore, the number of countries visited directly correlates to the number of countries that benefit from the exchanges and is an indicator of substantive engagement with partners to promote and expand cooperation in science, technology, and innovation to boost American prosperity.

Strategic Objective 2.2: Promote healthy, educated and productive populations in partner countries to drive inclusive and sustainable development, open new markets and support U.S. prosperity and security objectives

Strategies for Achieving the Objective/Strategic Objective Progress Update

The Department of State and USAID will support foreign governments, international organizations, and private-sector partners to increase access to quality education as a smart development strategy to improve economic conditions around the world. To reinforce the educational foundation of growing societies in our partner countries, we will fund programs to ensure crisis-affected children and youth are accessing quality education that is safe, relevant, and promotes social cohesion. We will also fund programs to ensure children are reading and gaining basic skills that are foundational to future learning and success; young people are learning the skills they need to lead productive lives, gain employment, and positively contribute to society; and higher-education institutions are supporting development progress across sectors. We will remain champions of girls' education and target the underlying causes of gender gaps in education attainment. Closing the gender gap in secondary education has a direct and robust association with economic development, as a one-percent increase in female secondary education raises the average Gross Domestic Product (GDP) by 0.3 percent, and raises annual GDP growth rates by 0.2 percent.

The Department and USAID will foster inclusive economic growth in which all members of society share in the benefits of growth to reduce poverty, build resilience, and expand opportunity, as well as reducing political turmoil and conflict. We will help developing and transitional countries improve their policies, laws, regulations, entrepreneurial skills, and professional networks to boost private-sector productivity, ensure equal opportunities for women and marginalized groups, and spur diversified and sustainable economic growth.

We will support the capacity-building of private-sector entities that can link the poor to markets, including international ones, through effective and economically sustainable systems and relationships.



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Through implementing the U.S. Global Food Security Strategy (GFSS), we will continue our global leadership to advance inclusive and sustainable agricultural-led economic growth, strengthen resilience among people and systems, and improve nutrition, especially among women and children, to enhance human potential, health, and productivity. We will strive to alleviate the burden of gender-based violence, which affects women's ability to thrive and succeed.

The Department and USAID will encourage improvements to corporate governance, sharing new technology, supporting capital formation and strong, abuse-resistant financial systems to bolster the business capacity of small business and high growth-potential entrepreneurs to help grow and integrate domestic and international markets. By strengthening property rights and land/resource tenure, U.S. engagement will support women's economic empowerment, youth employment, conflict prevention, and other development objectives. We will promote the use of U.S. pollution control technologies, combat environmental crimes and marine debris, and support innovative approaches to climate resilience. In furtherance of the U.S. Global Water Strategy's (GWS) goal of a more water secure world, the Department and USAID will also work to increase the availability and sustainable management of safe water and sanitation.

We will foster transparency in environmental governance in partner countries, support the modernization of power grids, improve energy security, help partner countries make investments in their own development agendas, and improve their capability to track and report financial flows. We will foster the ability of countries and communities to take on the responsibility for building resilience and managing risks from shocks and stresses by helping countries more effectively harness their domestic resources as well as private-sector capital.

Cross-Agency Collaboration

In addition to engaging bilaterally and through multilateral fora, partner agencies include the DOC, DOT, HHS, DOE, Department of the Interior (DOI), CDC, EPA, the Trade and Development Agency, and the Peace Corps.

Performance Goal 2.2.1 (Agency Priority Goal): Food Security and Resilience

Performance Goal Statement: By September 30, 2019, Feed the Future will exhibit an average reduction in the prevalence of poverty and stunting of 20 percent, across target regions in Feed the Future's focus countries, since the beginning of the initiative in FY 2010. (USAID)

Performance Goal Overview/Progress Update

USAID's food assistance provides life-saving help to vulnerable populations and reduces hunger and malnutrition so that all people at all times have access to sufficient food for healthy and productive lives.

USAID predicts, prevents, and responds to hunger overseas. Through its emergency food assistance activities, USAID saves lives, reduces suffering, and supports the early recovery of people affected by



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emergencies caused by conflict and natural disasters. USAID's development food-assistance activities equip people with the knowledge and tools to feed themselves, to address the underlying causes of hunger, and to reduce the need for future food assistance. Alleviating global hunger is critical to national security: where hunger persists, instability grows. By supporting the world's most vulnerable communities, USAID is building a more-stable world, and ensuring that people have the opportunity to lead healthy, productive lives.

Key Indicator: Value of incremental sales generated with U.S. Government assistance

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	\$850 million	\$850 million	\$425 million
Actual	\$829 million	\$906 million	TBD		

Key Indicator: Number of farmers who have applied new technologies and management practices (including risk management technologies and practices) as a result of U.S. assistance

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	8.5 million	9.75 million	4.875 million
Actual	9 million	11 million	TBD		

Key Indicator: Value of new private sector investment in the agriculture sector leveraged by Feed the Future implementation

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	\$220 million	\$110 million
Actual	\$154 million	\$218.8 million	TBD		

Key Indicator: Number of children reached by nutrition interventions

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	18 million	9 million
Actual	18 million	27.7 million	22 million		

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Key Indicator: Number of formal knowledge-sharing events

	FY 2018 Q1	FY 2018 Q2	FY 2018 Q3	FY 2018 Q4	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4
Target	N/A	5	5	5	5	5	5	5
Actual								

Key Milestones:

Due Date: Fiscal Year and Quarter	Milestone	Anticipated Barriers or Other Issues Related to Milestone Completion
FY 2018, Q2	Complete and post revised Feed the Future learning agenda	N/A
FY 2018, Q3	Complete at least 10 Bureau for Food Security (BFS)/mission Feed the Future performance reviews	N/A
FY 2018, Q4	Complete and post 12 Global Food Security Strategy (GFSS) target country plans	N/A
FY 2019, Q1	Complete policy matrices for 12 GFSS target countries	N/A
FY 2019, Q2	Complete three formal knowledge-sharing events during the quarter	N/A
FY 2019, Q3	Complete at least 10 BFS/mission Feed the Future performance reviews	N/A
FY 2019, Q4	Complete learning agenda synthesis and update	N/A

Please refer to www.Performance.gov for more information on this APG, including the latest quarterly progress update.

Performance Goal 2.2.2: Gender Equality and Women's Empowerment

Performance Goal Statement: By 2022, achieve parity in participation between women and men in programs that are designed to increase access to economic resources. (State and USAID)



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Performance Goal Overview/Progress Update

Women's participation in the formal workforce, especially in white-collar sectors that often require tertiary education, was one of the single-largest drivers of American economic growth throughout the 20th century. By helping our partner countries strengthen girls' education and their subsequent economic opportunities, we are supporting better global markets for trade and more stable societies. With full participation of women in the global labor force, the annual GDP growth rate would be more than two percent greater in partner countries where women's participation in the formal workforce is currently lowest.²⁰ Our strategy to fulfill our goal of improving women's economic empowerment and social equality must include bringing women directly to the table for access to credit, engaging in international trade, using business networks, and other techniques. To measure progress, USAID and the Department will track two performance indicators that are vetted proxy measures of our impact on women's economic empowerment and assess attitudes about shifting gender norms and measure our output for providing women empowering services. It is critical to specifically acknowledge the importance of the contribution (and potential contribution) of women to their economies and the needs of women to become full economic participants in their societies, as evidence has been clear that rising tides do not raise all boats equally (*i.e.*, when resources are available in a "gender-blind" system, women are often, on average, further subjugated and disadvantaged). In many partner countries, closing gender gaps in education and employment could be the most obvious and quantitatively significant way to improving large-scale macroeconomic growth.

Key Indicator: Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment)

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	55.42%	59.19%
Actual	41.02%	53.55%	52.61%		

Indicator Analysis

The data are taken from the performance reports submitted by Department and USAID OUs through the PPR in the Foreign Assistance Coordination and Tracking System. FY 2017 results reflect programming conducted by 48 OUs. These programs are reaching almost four million individuals.

²⁰ *The power of parity: How advancing women's equality can add \$12 trillion to global growth.* McKinsey Global Institute. 2015



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Indicator Methodology

Productive economic resources include assets (e.g., land, housing, businesses, livestock or financial assets such as savings; credit; wages or self-employment; and income). Programming can include micro, small, and medium-sized enterprise programs; workforce-development programs that have job-placement activities; programs that build assets such as the redistribution or titling of land or housing; agricultural programs that provide assets such as livestock; or programs designed to help adolescent females and young women set up savings accounts. This indicator does not track access to services, such as business-development services or stand-alone employment training (e.g., employment training that does not also include job-placement following the training).

Key Indicator: Percentage of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	54.72%	51.97%
Actual	N/A	N/A	41.75%		

Indicator Analysis

The data are taken from the performance reports submitted by Department of State and USAID OUs through the PPR in the Foreign Assistance Coordination and Tracking System. The FY 2017 results and out-year targets reflect programming efforts to advance gender equality by 15 OUs, including five that adopted this indicator in FY 2017. While OUs have shown considerable interest in adopting this indicator, they have faced challenges in carrying out the required pre-tests and post-tests to measure increased agreement on the standard survey used to gather the data for this indicator. The aggregate percentages reported above have also been affected by the completion of activities reporting high percentages that are no longer reporting on this indicator, and reporting by activities that are starting-up with lower indicator targets.

Indicator Methodology

This indicator will gauge the effectiveness of the USG's efforts to promote gender equality by measuring changes in attitudes about whether men and women should have equal access to resources and opportunities in social, political, and economic spheres, via the Equal Opportunity survey administered in conjunction with training or programs in any sector that include goals or objectives related to gender equality and women's empowerment. Projects that aim to change participants' broad attitudes about gender equality are particularly relevant.



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Performance Goal 2.2.3: Gender-Based Violence

Performance Goal Statement: By 2022, increase the number of people reached by U.S. Government-funded interventions providing gender-based violence (GBV) services (with 2016 as the baseline). (State and USAID)

Performance Goal Overview/Progress Update

Our strategy to fulfill our goal of improving women's economic empowerment and social equality must include both bringing women directly to the table for access to credit, engaging in international trade, using business networks, and other methods, while simultaneously working to ensure gender-based violence does not interrupt or diminish their opportunities. GBV on its own can account for much of the reduction in outcomes that women and girls experience in both education and employment. Violence against girls in schools (bullying, harassment, rape, online violence, and coercion for sex by teachers), combined with violence experienced by girls in their communities and homes, results in absenteeism and withdrawal from education. The magnitude of this effect depends on the context, but low-end estimates are that GBV in the form of rape-associated pregnancies alone accounts for at least 17 percent of the school drop-outs of girls in Swaziland. Estimates in other developing countries tend to be higher. Violence against women and girls in the workplace, at home, or during transit to and from work results in hundreds of billions of dollars in costs from lost economic productivity from absenteeism, and billions more in health care expenses and is a driver of the HIV epidemic in many countries. This performance goal addresses the necessary prioritization of preventing and responding to GBV in the context of education, health, and employment, as it is the largest bottleneck to women's economic empowerment. To measure progress, USAID and the Department will track two performance indicators that are vetted proxy measures of our impact on benefitting countries' ability to prevent, mitigate, and recover from GBV.

Key Indicator: Number of people reached by a U.S. Government-funded intervention providing GBV services (e.g., health, legal, psycho-social counseling, shelters, hotlines, other)

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	826,860	737,673
Actual	11,837,166	3,146,925	4,338,089		

Indicator Analysis

The data are taken from the performance reports submitted by Department and USAID OUs through the PPR in the Foreign Assistance Coordination and Tracking System. This data reflects reporting from 27 OUs. The targets are lower than the FY 2017 results for a number of reasons. Of these, major programming is concluding for three OUs in FY 2018, and an additional seven in FY 2019. Additionally, one of the largest OUs reporting on this indicator is the USAID Bureau for Democracy, Conflict, and



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Humanitarian Assistance, with 93 projects implemented in FY 2017 dedicated to the provision of GBV services as part of overall U.S. humanitarian-assistance programming. These targets are planning figures outlined in proposal documents, calculated on the basis of the projected need for addressing GBV as a percentage of overall protection programming. Given the extreme variability in year-to-year needs, out-year targets are based on a conservative analysis of historical trends.

Indicator Methodology

This indicator is a count of the individuals served by GBV services, examples of which include legal, health, psycho-social counseling, economic, shelters, and hotlines.

Key Indicator: Number of legal instruments drafted, proposed, or adopted with USG assistance designed to improve prevention of or response to sexual and gender-based violence at the national or sub-national level

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	55	42
Actual	30	2	47		

Indicator Analysis

The data come from the performance reports submitted by Department of State and USAID OUs through the PPR in the Foreign Assistance Coordination and Tracking System. This data reflects reporting from five OUs. The increase in FY 2017 from FY 2016 results is because of a large uptick in results reported from programming in Colombia, which includes 37 measures implemented at both the sub-national and national levels.

Indicator Methodology

For the purposes of this indicator, “legal instrument” is meant broadly to include any official document issued by a government (e.g., law, policy, action plan, constitutional amendment, decree, strategy, regulation) designed to improve the prevention of, and response to, sexual and GBV at the national or sub-national level. OUs may count a legal instrument only once in each stage (*i.e.*, drafted, proposed, adopted); OUs may not report on the same legal instrument across multiple reporting periods unless it has advanced to the next stage (e.g., law drafted in one reporting period, law presented for legislative action in the next reporting period, law passed in the subsequent reporting period).



Strategic Goal 2: Renew America's Competitive Advantage for Sustained Economic Growth and Job Creation

Performance Goal 2.2.4: Improved Learning in Primary Grades

Performance Goal Statement: By 2022, the percentage of children and young people at the end of primary school achieving at least a minimum proficiency level in reading and math will increase in at least 10 countries. (USAID)

Performance Goal Overview/Progress Update

Improved learning outcomes for children in early grades is a priority of the 2017 Reinforcing Education Accountability in Development (READ) Act and has been a key strategic objective of USAID's education investments since 2011. Children who do not gain foundational skills, such as the ability to read, in early grades face diminished ability to remain in school, gain higher-order skills, and contribute to their societies and economies. Countries with poorly educated populations are less likely to be strong allies and trading partners of the United States.

As of 2017, 387 million primary school-aged children globally (56 percent of all) do not achieve minimum proficiency levels in reading. To address this learning crisis, USAID partners with governments and education stakeholders to strengthen their capacity to provide safe access to inclusive learning environments, trained educators, quality instructional materials in languages children understand, and other conditions necessary for learning.

Key Indicator: Number of countries with improved learning in primary grades

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	2	4
Actual	N/A	N/A	N/A		

Indicator Analysis

This indicator corresponds to Sustainable Development Goal (SDG) Indicator 4.1.1: Percentage of children and young people achieving at least a minimum proficiency level in reading and math at the end of primary school. SDG Indicator 4.1.1 is the lead indicator in support of SDG Goal 4: Ensure inclusive and equitable education and promote lifelong learning opportunities for all. Although the global indicator includes the domains of reading and math, data are also published separately for each domain. USAID will draw data from reporting specific to the reading domain. Most countries where USAID supports education programming had not previously collected data on this global indicator, so there is no documented historical trend in official statistics for these data. USAID project data suggest a range of 0 to 20 percent of children are achieving minimum reading proficiency in some partner countries.



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USAID will base its reporting on this indicator on data published by the United Nations Educational, Scientific and Cultural Organization (UNESCO) Institute of Statistics (UIS), the custodian body for Education SGD data. The number of countries represented will climb from 48 in 2017 as reporting on the indicator expands.

Indicator Methodology

USAID will count its target partner countries that demonstrate an upwards trend in reading proficiency, over the implementation timeframe of the Department of State-USAID JSP, in SDG 4.1.1 reporting for the reading domain at the end of primary school. Data will come from official public reporting published on a data system maintained by UNESCO/UIS. As part of its mandate to serve as global custodian for SDG 4 reporting data, UNESCO/UIS is tasked with establishing and monitoring for compliance, appropriate standards for data reported by participating countries. Known limitations to the comparability of data include the following: the framework for country definitions of “minimum proficiency” allows for variation in standards, the duration of primary school varies across countries, students in some countries could be assessed in a language they do not speak proficiently, and methodological approaches to the sampling and collection of data will vary.

Key Indicator: Number of learners in primary schools or equivalent non-school based settings reached with USG education assistance

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	23,389,069	24,100,182
Actual	7,569,082	20,004,643	25,259,173		

Indicator Analysis

This indicator provides a sense of the overall scale of students who benefit from USAID and State education assistance at the primary-school level. Learners in primary schools or equivalent non-school based settings make up the majority of children and youth who benefit from our education programming. They are the primary beneficiaries of the Department of State's efforts to improve safe access to education and USAID's efforts to improve learning outcomes. This indicator does not capture information on programming targeting children, youth, and institutions at the secondary and post-secondary levels.

Indicator Methodology

The data come from the performance reports submitted by Department of State and USAID OUs through the PPR in the Foreign Assistance Coordination and Tracking System. OUs are required to conduct DQAs every three years, and are responsible for managing the quality of data they report. FY 2017 results reflect reporting from 38 OUs.



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Performance Goal 2.2.5: Supporting Growth of Private Firms

Performance Goal Statement: By 2022, increase sales and employment of 25,000 firms through technical assistance to improve business performance. (USAID)

Performance Goal Overview/Progress Update

Private firms are the engines of economic growth in partner countries. One of the main ways USAID spurs this growth is through technical assistance to firms to support growth in their employment and revenues. The more firms we support, the more likely it is that we drive inclusive growth and open new markets. However, the link between this performance goal and employment and revenue growth depends on the effectiveness of USAID's targeting as well as appropriateness of the technical assistance to the firms who receive it. USAID is actively disseminating the latest research evidence on stronger targeting and intervention design to the field, to boost the impact of our technical assistance in contributing to the strategic objective of promoting productive populations to drive inclusive and sustainable growth. Finally, achievement of this Performance Goal will depend significantly on the USAID programming implemented in Private Sector Productivity.

Key Indicator: Number of firms receiving USG-funded technical assistance for improving business performance

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	14,471	6,167
Actual	N/A	1,614	71,347		

Indicator Analysis

The data come from the performance reports submitted by Department and USAID OUs through the PPR in the Foreign Assistance Coordination and Tracking System. The Department and USAID first collected data for this indicator in FY 2016. The FY 2017 result and target data reflect reporting from 17 OUs. The large number of firms that received technical assistance in FY 2017 reflects short-term assistance provided to microenterprises in the Philippines. Several OUs' activities, including this technical assistance in the Philippines, are coming to an end in FY 2019, which will cause a reduction in the target for that year relative to FY 2018.



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Indicator Methodology

Under this indicator, OUs count firms that are formal or informal, and are of any size. If multiple owners, managers, or workers in a single firm receive technical assistance over the reporting period, the reporting OU should count that as one benefiting firm for the reporting period. Technical assistance includes the transfer of knowledge and/or expertise by way of staff, formal or informal skills training, and research work to support the quality of program implementation and impact, administration, management, representation, publicity, policy development, and capacity building. Technical assistance includes both human and institutional resources, but does not include financial assistance. It does include seminars, training, roundtables, study tours, trade fairs, market research, knowledge-sharing meetings, business-to-business meetings, and other activities.

Key Indicator: Full-time equivalent employment of firms receiving USG assistance

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	7,483	1,770
Actual	N/A	21,259	25,002		

Indicator Analysis

The data come from the performance reports submitted by Department of State and USAID OUs through the PPR in the Foreign Assistance Coordination and Tracking System. The FY 2017 result and target data reflect reporting from four OUs. The Department and USAID started collecting data against this indicator in FY 2016, and made a concerted effort starting in FY 2017 to have OUs report against this standard indicator, but uptake is still a work in progress. This means that the earlier years of this *Strategic Plan*, will still see underreporting for this indicator. Indeed, the FY 2016 result only reflects reporting from two OUs. The FY 2018 and FY 2019 targets are lower because one OU responsible for most of the numbers is considering switching standard indicators for those years.

Indicator Methodology

Under this indicator, OUs can count firms that are formal or informal, and are of any size; the reported numbers include microenterprises and small and medium-sized enterprises.

Performance Goal 2.2.6: Sustainable Environmental Practices

Performance Goal Statement: By 2022, partner institutions and individuals adopt sustainable environmental practices, resulting in improved health and economic outcomes. (State and USAID)



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Performance Goal Overview/Progress Update

The adoption of sustainable practices to manage air, water, land, and natural resources is vital to promoting healthy and productive populations. Air pollution is a transboundary issue that affects millions of people worldwide. The World Bank estimated that in 2013 alone, air pollution accounted for \$225 billion in lost labor income, and more than \$5 trillion in welfare losses. The World Health Organization (WHO) estimates that in 2012, nearly seven million deaths were attributable to indoor and outdoor air pollution. Nearly all of the world's population lives in areas that exceed WHO and U.S. Environmental Protection Agency (EPA) air-quality guidelines. Over 80 percent of the United States' diplomatic missions are in cities that exceed these guidelines as well, which puts our own employees at risk. Modest investments in health and pollution-abatement can provide an excellent return on scarce resources.

As more countries achieve an industrial stage of economic development, air pollution will continue to worsen without focused global action. The United States' considerable experience with measuring and curbing air pollution provides learning opportunities for other countries. By working with foreign governments, international organizations, and private sector partners, the Department and USAID work to raise awareness about air pollution and its solutions. In conjunction with the EPA, the Department will develop and promote a clean air pledge for countries to sign. The pledge will commit the country to voluntary actions to reduce air pollution (specifically PM_{2.5}, or particulate matter that have a diameter of less than 2.5 micrometers), share best practices, and increase the availability of real-time air-quality data. We will also support cross-cutting focus areas like scientific analysis, smart-city infrastructure, real-time management policy, technological advances, machine-learning, and policy development.

In addition to air pollution, poor water and sanitation threaten the health of individuals across the globe. Hundreds of millions of people across the planet do not have access to safe drinking water. Billions suffer the health impacts of poor sanitation, and millions of others live without sustainable supplies of water, or are threatened by floods or droughts. To address these challenges, and contribute to a healthier, safer, and more prosperous world, the United States will work to support a water-secure world in which people have sustainable supplies of water of sufficient quantity and quality to meet human, economic, and ecosystem needs while managing risks from floods and droughts. The U.S. Global Water Strategy (GWS), launched in 2017 as required under the Senator Paul Simon Water for the World Act (2014), is the first-ever whole-of-government framework for advancing U.S. leadership on global challenges in water and sanitation. The purpose of the GWS is to coordinate and catalyze U.S. Government water and sanitation efforts across foreign assistance, diplomacy, science, and technology, and in partnership with civil society and the private sector around the vision of building a more water-secure world, where people have sustainable supplies of water of sufficient quantity and quality to be healthy, prosperous, and resilient. USAID describes its contribution to the GWS in the *USAID Water and Development Plan*, the goal of which is to "increase the availability and sustainable management of safe water and sanitation for the underserved and most vulnerable, in alignment with U.S. national security and foreign policy objectives." As articulated in the plan, USAID plans to provide



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15 million people with sustainable access to safe drinking water services, and eight million people with sustainable sanitation services, by 2022.

Sustainable Landscapes programs focus on places where forest carbon-storage is high, and where the risk of deforestation is great. Guiding the evolution of broad landscape mosaics is integral to a country's holistic, low-emissions development. USAID and State support activities that reduce land-based emissions in a variety of connected ecosystems, including mangroves, savannas, agricultural fields, forests, and other critical landscapes. Partnering with governments, USAID and State are assisting in planning and implementing policies to address drivers of land-based emissions. By building capacity for rigorous, transparent monitoring of forest and carbon stocks, USAID and State support Reducing Emissions from Deforestation and Degradation (REDD+) project development as well as national and regional planning, implementation, and enforcement of land-use policies, market incentives for improved production, and reducing risk for private sector investments. Other activities work to identify better practices and on-the-ground opportunities for low-emissions agriculture and reducing deforestation in commodity supply-chains.

USAID and the State Department recognize the essential role of healthy natural systems as a foundation for sustainable development and human well-being. Conserving biodiversity and managing natural resources will contribute to the governance, economic growth, health, food security, and resilience objectives of the United States and partner countries. By increasing the number of people benefiting from conservation and natural-resource management, USAID and State build a constituency for conservation, which makes it more likely that people will participate in or advocate for natural-resource management and increase the sustainability of U.S. investments.

Key Indicator: Number of people gaining access to safely managed drinking water services as a result of USG assistance

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	1,955,501	2,479,308
Actual	N/A	188,168	391,394		

Indicator Analysis

Use of a “safely managed” drinking-water service, as defined, is strongly linked to decreases in the incidence of waterborne disease, especially among children under age five. Diarrhea remains the second-leading cause of child deaths worldwide. While not guaranteeing use of the drinking-water service, this indicator measures progress in making high-quality drinking water available and accessible in a manner that typically leads to use of the safely managed service. A “safely managed drinking service” is defined as one that meets the definition of a basic drinking-water service, and is also: 1) located on premises (water is provided directly to the household or on premises), 2) available when needed (consistently produces 20 liters per day for each person, the amount considered the daily



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minimum required to meet a person's drinking, sanitation, and hygiene needs effectively), and 3) compliant with fecal and priority chemical standards (meets a fecal coliform standard of 0 colony-forming unit (CFU)/100 mL, an arsenic standard of 10 parts per billion; and, at a minimum, host-country standards for other chemicals that have been identified to pose a site-specific risk to human health). Persons are counted as gaining access to a safely managed drinking-water service if the service is either newly established, rehabilitated from a non-functional state, or upgraded from a basic water service within the reporting Fiscal Year as a result of USG assistance, and these persons did not previously have similar access to a safely managed drinking-water service prior to the establishment or rehabilitation of the USG-supported safely managed service.

As articulated in the *USAID Water and Development Plan* under the GWS, USAID plans to provide 15 million people with sustainable access to safe drinking-water services (inclusive of basic and safely managed water services) by 2022. Note that USAID has historically reported on basic or improved drinking-water access — namely, delivery points that by nature of their construction or through active intervention are protected from outside contamination, in particular from outside contamination with fecal matter, and where collection time is no more than 30 minutes for a roundtrip, including queuing. Safely managed service, as defined, is a higher level of service that USAID aims to achieve through programming, where appropriate. Consequently, USAID does not have baseline data for this indicator, and only began reporting on safely managed water services in FY 2016.

Indicator Methodology

Upon completion of the construction, rehabilitation, or upgrading of water services that meets the standard for a safely managed service, USAID and State staff, implementing partners, or a third-party evaluator must collect data. USAID and State staff, implementing partners, or a third-party evaluator must reasonably demonstrate the linkage between USG assistance and new services provided to attribute results to this indicator. Acceptable method(s) for collecting data for this indicator are the following: 1) observations of water services and direct count of beneficiaries or households with estimates of the number of people who are living in those households; 2) water-quality tests of any USG-constructed water services; 3) household surveys of a representative, and statistically significant, sample of those who gained access to verify the water services meet the standards in the definition for "safely managed"; 4) third-party data provided by a water utility or other local entity responsible for the provision of water to demonstrate new connections (the implementing partner that is assisting the third-party must demonstrate the linkage between USG assistance and new water supplies); and 5) records for water services managed directly by the government to demonstrate new connections and water quality. The contractor or grantee must demonstrate the linkage between USG assistance and new water supplies. Any use of sample surveys or third-party data (e.g., from utilities or government entities) must also account for baseline service levels, and demonstrate the link between USG-assistance and new access to safely managed water service. In terms of limitations, this indicator can be difficult and time-consuming to measure accurately, and requires robust data-quality assurance on the part of USAID. If a sample survey estimates the number of those who gain access, then an initial household survey conducted by the USAID partners implementing activities or a third-party evaluator must establish a baseline before the start of the activity by using a representative sample of households in



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the area of the project's implementation. Additionally, providing access does not necessarily guarantee beneficiaries will use a safely managed drinking-water service, and thus the potential health benefits are not certain to flow from simply providing access. Although the chosen definition of "access" does attempt to define the standard ease of use/accessibility and the minimum volume of water to meet potential user needs, it does not capture the water service's affordability.

Key Indicator: Number of people gaining access to a basic sanitation service as a result of USG assistance

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	7,333,314	7,693,692
Actual	2,431,211	2,964,497	1,554,451		

Indicator Analysis

Use of a basic sanitation facility by households is strongly linked to decreases in the incidence of waterborne disease among household members, especially among those under age five. Diarrhea remains the second-leading cause of child deaths worldwide. While not guaranteeing use of the sanitation service, this indicator measures progress in making basic sanitation services available and accessible in a manner that typically leads to use of the basic service. A basic sanitation service is a sanitation facility that hygienically separates human excreta from human contact, and that is not shared with other households. Sanitation facilities that meet this criteria include the following: 1) flush or pour/flush facilities connected to a piped sewer system; 2) a septic system or a pit latrine with slab; 3) composting toilets; and, 4) ventilated improved pit latrines with slab. All other sanitation facilities do not meet this definition, and are considered unimproved. Unimproved sanitation includes flush or pour/flush toilets without a sewer connection; pit latrines without a slab/open pit; bucket latrines; or hanging toilets/latrines. Households that use a facility shared with other households are not counted as using a basic sanitation facility. A "household" is defined as a person or group of persons who usually live and eat together. Persons are counted as gaining access to an improved sanitation facility, either newly established or rehabilitated from a non-functional or unimproved state, as a result of USG assistance if their household did not previously have similar access, (*i.e.*, an improved sanitation facility was not available for the household's use prior to the completion of an improved sanitation facility associated with USG assistance).

As articulated in the *USAID Water and Development Plan* under the GWS, USAID plans to provide eight million people with sustainable access to sanitation services (inclusive of basic and safely managed sanitation services) by 2022.



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Indicator Methodology

USAID and State staff, implementing partners, or a third-party evaluator must collect data for this indicator. USAID and State staff, implementing partners, or a third-party evaluator must reasonably demonstrate the linkage between USG assistance and new services provided to attribute results to this indicator. Acceptable method(s) for collecting data for this indicator are the following: 1) direct count of beneficiary households and estimates of the number of people who are living in those households by the USAID partners implementing the activities in an area of the project's implementation, or by a third-party evaluator, and summarized on a quarterly or annual basis. This method would be most-appropriate when the technical approach being pursued involves some direct engagement with households by the USAID implementing partner, e.g., when a household receives a subsidy for the construction of an improved sanitation facility; or 2) household surveys of a representative and statistically significant sample of those who gained access to verify the sanitation facility meets the standards in the definition for a basic facility. This data source requires that an initial household survey conducted by USAID, the implementing partner, or a third-party evaluator must establish a baseline survey before the activity begins by using a representative and statistically significant sample of households in the area of the project's implementations. In terms of limitations, this indicator can be difficult and time-consuming to measure accurately, and requires robust data-quality assurance on the part of USAID. It is also important to note that providing access does not necessarily guarantee beneficiaries will use a basic sanitation facility, and thus the potential health benefits are not certain to flow from simply providing access. Not all household members might regularly use the noted basic sanitation facility. In particular, in many cultures, parents often leave young children to defecate in the open, which creates health risks for all household members, including themselves. The measurement of this indicator does not capture such detrimental, uneven sanitation behavior within a household. Additional limitations of this indicator are that it does not fully measure the quality of services, (*i.e.*, accessibility, quantity, and affordability), or the issue of facilities for adequate menstrual-hygiene management).

Key Indicator: Number of people with improved economic benefits derived from sustainable natural resource management and/or biodiversity conservation as a result of USG assistance

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	275,560	184,249
Actual	824,958	1,429,079	363,863		

Indicator Analysis

This indicator links sustainable natural-resources management to economic growth and social-development objectives. When people receive tangible economic benefits from sustainable natural-resource management or biodiversity-conservation, they are more likely to value and support or



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participate in these actions into the future, well after the program ends, which creates a sustainable impact.

Nineteen OUs reported against this indicator for FY 2017, for a total of 363,863 people with economic benefits. This is 12 percent below the target across all OUs. While there is an inherent challenge in setting accurate targets for this indicator, and most OU reporting deviates from the target by more than 10 percent, one OU in particular accounts for the majority of the shortfall. USAID/Ethiopia set a target of 138,100 people — more than one-third of the Agency target — but reported zero for FY 2017, and noted that economic benefits are expected to accrue from natural resource-based livelihoods in FY 2018 (but did not set targets because the project in question ended in FY 2017).

Of 18 OUs that set FY 2017 targets for this indicator, 12 exceeded the target by more than 10 percent, and four (including Ethiopia) fell short of the target by more than 10 percent. Depending on the OU, these differences represent a few hundred to tens of thousands of people. One new program in Honduras set no targets, but reported 22,025 people with economic benefits. Twenty-two OUs have set targets for, or otherwise intend to monitor and report on this indicator in FY 2018; 275,000 people are anticipated to benefit economically from the Agency's investments in conservation and natural-resource management. Targets for FY 2018 and FY 2019 are anticipated to increase as new activities come online and baselines they establish.

Indicator Methodology

"Improved economic benefits" are positive changes in economic earnings or consumption because of sustainable management or conservation of natural resources, which can include wages, communal revenues, non-cash benefits, economic benefits from ecosystem services, and reductions in the rate of loss of an economic benefit under threat. Implementing partners report this indicator with data collected from local or government partners (e.g., employee records or product yields), direct observation, or survey methods, using estimates in some cases to approximate impact across households. The type of the economic benefit and methodology for data collection must be explicit in the project objectives.

Key Indicator: Number of people receiving livelihood co-benefits (monetary or non-monetary) associated with the implementation of USG sustainable landscapes activities

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	24,800	20,160
Actual	1,152	13,870	59,493		

Indicator Analysis

The results of this indicator in FY 2017 significantly exceeded the target, as more OUs began to report on this relatively new (2015) indicator.



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In FY 2017, USAID/Bangladesh taught 24,684 members of climate-vulnerable households new trades and skills that increased their income; reduced their reliance on extractive practices from forests, wetlands, and ecologically critical areas; and strengthened their resilience to economic and environmental shocks. USAID/Bangladesh also partnered with private-sector actors, such as the Bangladesh Steel Rolling Mills, community-based tourism, and local ecotourism entrepreneurs to create new lines of income for forest-dependent people and revenue for co-management organizations.

In Zambia, Sustainable Landscapes activities complement Feed the Future's efforts in such areas as the sustainable intensification of agriculture to increase crop production, decreased agricultural expansion into intact forest areas, and the promotion of forest conservation areas. In FY 2017, USAID/Zambia activities improved the livelihoods of 16,208 people by providing viable alternatives to charcoal-production and poaching, to reduce the strain on areas of ecological and biological importance.

Indicator Methodology

The implementation of strategies, programs, or actions on Sustainable Landscapes generates a range of benefits for stakeholders, particularly women and indigenous groups.

Examples of monetary benefits include, but are not limited to, increased income from government policies related to the mitigation of weather-related shocks, such as tax benefits or access to loans; payments for avoided emissions and/or carbon-sequestration; payments by local governments for other ecosystem services that also achieve mitigation results (e.g., implementation of a specific activity); and cooperatives that have increased sales because of increased market access.

Examples of non-monetary benefits include, but are not limited to, access to programs, services, or education; infrastructure development; access to markets; preferential investment or finance terms; land titling or registration; increased access to environmental services; newly defined rights or authorities; protection of traditional livelihoods and customary rights; and environmental and other benefits from avoided deforestation and degradation, improved afforestation, or increased productivity from climate-smart agricultural practices (such as conservation tillage or selecting crop varieties for specific traits).

Key Indicator: Number of countries that have positive engagements on strategically addressing air pollution with the USG

	FY 2015	FY 2016	FY 2017 Baseline	FY 2018	FY 2019
Target	N/A	N/A	N/A	2	4
Actual	N/A	N/A	0		



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Indicator Analysis

Enhancing the availability and reliability of air-quality data enables countries to target air- pollution mitigation and public health efforts effectively. These mitigation efforts can help reduce the negative impacts of air pollution on economic development. The Department of State will identify 15 priority countries with which to conduct air-quality engagement by 2025 (goal of two countries per year).

Indicator Methodology

Priority countries will be identified based on pollution levels in their cities in the WHO's database of annual concentration data, as well as other criteria such as population density, economic development, bilateral relationships, existing regional initiatives, and export potential for U.S. pollution control technologies.

Indications of positive engagement on air pollution include, but are not limited to:

- Increased availability of reliable data through more monitoring networks reporting real-time data with transparent methods
- Deployment of studies to test monitoring and mitigation technology in high pollution areas and to identify pollution sources
- Expanded availability of health messaging for the public on what air quality levels mean and how to reduce exposure to air pollution
- New air quality laws, regulations, or policies, or strengthened enforcement of existing laws and regulations
- Reduced annual particulate matter concentrations from modeled or actual data between initial engagement and 2025

This indicator measures positive engagement with countries on air quality, with an ultimate goal of enhancing the availability, reliability, and relevance of air quality data worldwide, and addressing poor air quality through laws, regulations, and other programs.

Strategic Objective 2.3: Advance U.S. economic security by ensuring energy security, combating corruption, and promoting market-oriented economic and governance reforms

Strategies for Achieving the Objective/Strategic Objective Progress Update

To advance the President's National Security Strategy and the America First Energy Plan, the Department promotes energy security for the United States, our partners, and allies by promoting diverse global energy supplies from all energy sources. The Department of State works to defeat ISIS and other transnational terrorist organizations by preventing the groups' ability to exploit energy resources they control. The Department works to open markets and remove barriers to energy trade



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and development while promoting U.S. energy exports globally, including U.S. LNG. The Department and USAID coordinate with governments and companies to pursue energy-diversification and increased access to affordable and reliable energy (particularly to electric power) and to develop efficient and sustainable energy policies abroad through technical assistance and public-private partnerships. We work through the global Extractive Industries Transparency Initiative to promote transparency abroad, improve energy resource governance, and reduce corruption.

The Department and USAID work with partner countries to promote a culture of integrity to prevent corruption before it starts and to strengthen detection and enforcement efforts. This includes encouraging countries to meet multilateral standards and political commitments. We work with partners to develop and implement international standards to combat the bribery of foreign officials, based on the Organization for Economic Cooperation and Development (OECD) Anti-Bribery Convention. The Department and USAID focus on recovering the ill-gotten lucre of corruption by working bilaterally and multilaterally to strengthen the capacity of foreign governments to investigate and prosecute public and private sector corruption. We provide a comprehensive range of assistance to help countries in developing and sustaining an array of governmental reforms that contribute to fighting corruption. The Department manages the Global Anti-Corruption Consortium in partnership with USAID and partner governments. The Department's comprehensive anti-corruption programs build the capacity of foreign law enforcement to combat corruption, including kleptocracy, and strengthen international standards and political will to implement needed reforms.

The Department and USAID promote a wide array of policy and legislative reforms to remove barriers to doing business, encourage transparency, promote fiscal responsibility, and protect investor and intellectual property rights. Two important vehicles for convening partners are the G7 and G20 summits, which bring together member countries to enhance government transparency and accountability. The Department leads U.S. participation in bilateral and multilateral energy task forces that recommend solutions to energy problems affecting our partners around the world. The agencies work through bilateral and multilateral engagement, and regional initiatives such as Power Africa and Connecting the Americas 2022 to expand electrical interconnections.

State and USAID programs support partner countries through assistance to improve economic governance in public finances legal frameworks, required to attract investment to such countries. In the interagency, USAID plays a central role in advancing domestic resource-mobilization in partner countries and in implementing programs that foster more open, transparent, and robust public finance systems and business-enabling environments around the globe. To promote fiscal transparency, the Department of State/USAID Fiscal Transparency Innovation Fund (FTIF) builds the technical capacity of governments to make their budgets and spending transparent and the capacity of civil society to press for information on, analyze, and monitor government finances.

The Department also uses targeted energy sanctions and other actions to deprive rogue nations and terrorists access to capital derived from the sale of natural resources (e.g., DPRK). The Department also uses energy sanctions as a tool when necessary to discourage other nations from engaging in behavior outside of existing treaties, agreements, and international norms.



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Cross-Agency Collaboration

The Department and USAID work with partner governments on regulatory reform and multilateral institutions to push for sound macroeconomic fundamentals. In addition to engaging bilaterally and through multilateral fora, partner departments and agencies include the DOC, DOE, DOI, DOT, DOJ, the Securities and Exchange Commission (SEC), OPIC, the Trade and Development Agency, the Federal Energy Regulatory Commission, and the Export-Import Bank of the United States.

Performance Goal 2.3.1: Increased Energy Exports, Security, and Access

Performance Goal Statement: By 2022, promote an increase in U.S. energy exports and achieve for the United States, its allies, and partners increased energy security and access to diversified, affordable, and reliable energy sources. (State and USAID)

Performance Goal Overview/Progress Update

America's prosperity, which underwrites our national security, depends on maintaining reliable access to affordable energy for the United States, our allies, and well-governed trading partners. Maintaining market access for the increasingly dominant U.S. energy products and technology and ensuring sustainable, transparent, and predictable international energy markets for our partners and ourselves is crucial to our security. Lack of access to energy creates conditions for political instability, migration, and the proliferation of extremist organizations. Non-competitive behavior, such as monopolies, sole suppliers, and cartels that use energy as a political and economic weapon threaten global energy security. These are threats not only to the economic and national security of U.S. allies and partners, but also to the United States itself.

State and USAID programming strives to promote energy security for the United States, our partners, and allies by fostering diverse global energy supplies from all energy sources. State works to open markets and remove barriers to energy trade and development while promoting U.S. energy exports globally, including U.S. LNG. The Department and USAID coordinate with governments and companies to pursue energy diversification and universal access to affordable and reliable energy (particularly to electric power) and to develop efficient and sustainable energy policies abroad by promoting competitive procurement and enhancing transparency, leveraging technical assistance and public-private partnerships. This includes distributed energy at the household level to improve energy access for rural and underserved communities. USAID energy programs partner with host country governments and institutions to rebuild and expand critical energy infrastructure and promote energy sector reform, energy efficiency, and private investment. USAID also offers technical expertise in the areas of generation, transmission, distribution, and in improving the ability of electric utilities to recover costs and operate efficiently. USAID's energy portfolio fosters economic development to reduce migration, counters foreign dependence, promotes cooperation and stability, and accelerates reconstruction in post-conflict and post-disaster settings.



Strategic Goal 2: Renew America's Competitive Advantage for Sustained Economic Growth and Job Creation

Key Indicator: Number of beneficiaries with improved energy services due to State and USAID assistance

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	8,689,284	2,929,988
Actual	4,694,294	11,189,631	9,210,497		

Indicator Analysis

FY 2017 results represent reporting from seven OUs with major programming in India, Indonesia, and Pakistan. The FY 2018 and FY 2019 targets are decreasing because projects in India and Pakistan are ending in FY 2018 and FY 2019, respectively. The FY 2017 result is lower than the FY 2016 result due to changes to three projects in Afghanistan.

Indicator Methodology

This indicator measures the number of people who benefit from improved energy services because of State and USAID assistance. Illustrative examples of improved energy services include new electricity connections, improved cook stoves, increased number of hours of electricity service, and reduced outages and voltage fluctuations. The main limitation of this indicator is the ability of implementing partners to accurately estimate the number of beneficiaries of energy services for public facilities (schools, health clinics, etc.). State and USAID OU contractors and grantees must count this indicator on an annual basis. Each implementing partner must document the infrastructure or service supported with funding from the Department of State and USAID and method to estimate the number of the beneficiaries. OUs may extrapolate this indicator from the average number of persons per household, which will vary by country, and may count beneficiaries each time they receive an improved energy service.

Key Indicator: Value of U.S. exports of 1) energy resources, 2) energy sector services, and 3) energy technologies, including future contracted sales that are supported by State and USAID efforts

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	\$5 billion	\$7 billion
Actual	N/A	N/A	\$3.374 billion		



Strategic Goal 2: Renew America's Competitive Advantage for Sustained Economic Growth and Job Creation

Indicator Analysis

Because this is a new indicator, results are unavailable prior to FY 2017. Exports in FY 2017 include energy resources, energy sector services and technologies, and a major power sector deal, all supported by State advocacy and diplomatic efforts. FY 2018 and FY 2019 targets are higher, which accounts for the increasing U.S. LNG export capacity and State diplomatic efforts to expand the number of countries receiving U.S. LNG.

Indicator Methodology

The Department will inventory U.S. energy exports resulting from State Department and USAID efforts, including exports of pipeline gas and LNG, energy sector services, and energy technologies. Energy resource exports focus solely on natural gas due to the well-developed markets for other energy resources, which do not require significant U.S. Government intervention. Energy sector services and energy technologies include all energy sectors such as oil and gas, coal, nuclear, renewables, and energy storage. Support from the Department and USAID involves substantive involvement in supporting the export amount. This includes, for example, advocating on behalf of U.S. companies, introductions of U.S. exporters to foreign importers, diplomatic efforts, and facilitating investment projects leading to U.S. exports.

Key Indicator: Amount of investment mobilized (in USD) for energy projects (including clean energy) as supported by USG assistance

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	\$7,613,218,763	\$4,693,322,066
Actual	\$9,793,480,831	\$9,175,299,861	\$7,634,319,593		

Indicator Analysis

This indicator reflects the amount of investment mobilized for energy projects (including clean energy). The significant results from this indicator reflect current trends in the power sector globally, as a result of falling renewable-energy prices. Many of the transactions USAID funds under this indicator are for renewable energy and natural gas, and the most significant results come from relationships with nations such as Mexico, Pakistan, and India, which have large new energy demands coupled with reforms, new policies, and regulations. The increase in renewable-energy auctions globally has enabled power companies to compete for new capacity additions; for example, Mexico's technology-neutral energy-auction process leveraged \$3.6 billion in planned investment in FY 2017 alone.



Strategic Goal 2: Renew America's Competitive Advantage for Sustained Economic Growth and Job Creation

Indicator Methodology

This indicator includes mobilized finance (domestic and international) for energy projects (including clean energy) through a variety of instruments and vehicles, including common funding instruments, parallel investments, or in-kind support. This indicator also includes investments made possible by policy and technical-assistance interventions, such as market assessments; financier credit-product development; the incubation and preparation of projects, market-commercialization improvements, such as grid code and access laws; transparent and fair permitting and approvals; competitive procurement platforms (e.g., reverse auctions); and regulatory-policy support for the creation or implementation of tariffs.

Key Indicator: Energy generation capacity (MW) supported by U.S. Government assistance that has achieved financial closure

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	13,812	4,130
Actual	1,079	3,642	5,094		

Indicator Analysis

This indicator includes data on energy generation capacity that has achieved financial closure. When U.S. Government programs mobilize finance for large transactions, this indicator can track the megawatts (MWs) of additional capacity added as a result. For example, the result of Mexico's FY 2017 auction is potentially 3,068 MW of additional capacity. Other significant FY 2017 results include 780 MW supported in Pakistan, primarily wind projects that resulted from government-to-government assistance.

Indicator Methodology

"Energy-generation" is power-generation, primarily electric power but also heat, measured in MW. For combined heat and power plants, OUs will count the maximum capacity for the plant as a whole. U.S. Government assistance is deemed to be activities funded or enabled by U.S. Government foreign assistance. This indicator represents the total planned capacity of the system, not the actual amount of electricity generated (MW hour). "Financial closure" is when all relevant parties sign the contract or agreement to build or install a system or to provide access to new energy solutions.

Strategic Goal 2: Renew America's Competitive Advantage for Sustained Economic Growth and Job Creation

Key Indicator: Number of energy sector laws, policies, regulations, or standards formally proposed, adopted, or implemented as supported by U.S. Government assistance

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	167	130
Actual	278	474	427		

Indicator Analysis

This indicator reflects laws, policies, regulations, or standards formally proposed, adopted, or implemented both to enhance energy-security governance and address clean energy. Throughout FY 2017, a number of countries formally proposed, adopted, or implemented as a result of U.S. Government-funded programs, laws, policies, regulations, and standards addressing clean energy. Results from this indicator include the adoption of a proposal for the expansion of an electricity national plan in South Africa, which can directly lead to an increase in South Africa's procurement of renewable energy. Other examples of outcomes include an adopted policy by the Economic Community of West African States (ECOWAS) that will use a gender-mainstreaming framework as a means for Energy Ministries to achieve sustainable clean-energy access goals in a way that leverages the role of women as consumers, community members, business owners, and policy-makers. Significant results were also achieved in Eastern Europe, including Albania, Georgia, Macedonia, Moldova, and Ukraine, as well as other regions. The FY 2017 results also reflect a number of laws, policies, regulations, or standards formally proposed, adopted, or implemented to enhance energy security in Africa.

Indicator Methodology

Data for this indicator are collected annually through the PPR. Legal, regulatory, and policy reform and new industry standards that improve sector governance include measures that, for example, protect consumer interests, enhance transparency, attract private-sector investment, and stimulate more efficient and competitive markets. OUs may count each measure once as proposed, once as adopted, and once as implemented, if applicable, within the same reporting period, or across multiple reporting periods.



Strategic Goal 2: Renew America's Competitive Advantage for Sustained Economic Growth and Job Creation

Key Indicator: Number of countries that improved their energy infrastructure to reduce their vulnerability to a dominant gas supplier or to reduce dependence on an oil subsidy scheme, or reduced their oil imports supplied through foreign subsidy schemes supported by State and USAID efforts (from a 2016 baseline)

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	2	4
Actual	N/A	N/A	N/A		

Indicator Analysis

The FY 2017 baseline for this indicator will be the 2016 calendar year for existing energy infrastructure for European, Central American, and Caribbean countries, and oil imports, because these data are typically reported on a calendar-year basis. Indicators also will focus on a country's level of dependence on foreign-subsidy schemes. Targets are related to ongoing efforts by the Department to reduce the leverage of dominant gas suppliers and countries that supply oil through foreign-subsidy schemes.

Indicator Methodology

"Dominant supplier" is defined as a single foreign country (not the United States) that supplies, through non-transparent, state-owned oil and gas companies, more than 50 percent of a country's natural-gas imports. Gas suppliers that are private-sector companies or state-owned companies with transparent corporate governance will not be considered dominant suppliers. The focus is on expanding gas-import and internal pipeline infrastructure to improve resilience against foreign suppliers that use dependence upon gas imports as political and economic leverage, such as Russia in Central and Eastern Europe.

"Foreign-subsidy schemes" for oil imports involve the below-market provision of oil and/or oil products by a government or state-owned oil company to a country. As with dominant gas suppliers, the focus is on those that could use such schemes for political and economic leverage with the recipients. One example is Venezuela's Petrocaribe program, as well as politically driven petroleum sales.

Performance Goal 2.3.2: Prevent and Combat Corruption

Performance Goal Statement: Through 2022, prevent and combat corruption and its role in related criminal activity by strengthening other countries' commitment and capacity to address it through increased anti-corruption training and anti-corruption measures. (State and USAID)



Strategic Goal 2: Renew America's Competitive Advantage for Sustained Economic Growth and Job Creation

Performance Goal Overview/Progress Update

Corruption is a significant drag on global prosperity and stability. At the national level, corruption undermines the rule of law, weakens government institutions, and erodes public confidence. Recent expert analysis is drawing new attention to corruption's role in instability and violent extremism, which threaten geopolitical and national security. Corruption disadvantages U.S. companies by stifling economic growth, as it raises costs, hinders investment and trade, and creates price instability. Corrupt actors also facilitate pathways for the illicit transit of people, narcotics, and goods that threaten U.S. citizens, including by transnational criminal organizations. This is an acute challenge; perceptions of rising corruption are fueling extremist politics and instability globally, and threaten to subvert the rules-based international order upon which U.S. economic security is predicated.

The Department of State and USAID's programming strives to combat corruption before it can take root by working with partner countries to promote a culture of integrity, encourage adherence to international standards, and strengthen detection and enforcement efforts. State programs aim to build the capacity of foreign law enforcement to combat corruption, increase cross-border cooperation, and strengthen international standards and political will to implement needed reforms. USAID's technical assistance programs intend to prevent corruption by strengthening partner nations' internal control, oversight, public financial-management systems and judicial institutions, supporting e-governance and similar efforts to make public administration and services less prone to corruption, and assisting watchdogs, media, and business associations in their efforts to hold governments accountable. State and USAID work with other U.S. Federal entities to apply best practices in our programming. This foreign assistance advances broader JSP objectives by leveling the playing field for U.S. businesses, promoting stability, and reducing threats to U.S. national security and public safety.

Key Indicator: Number of government officials receiving U.S. Government-supported anti-corruption training

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	10,036	6,980
Actual	16,681	11,289	13,991		

Indicator Analysis

The data come from the performance reports submitted by Department and USAID OUs through the PPR in the Foreign Assistance Coordination and Tracking System. The FY 2017 result and out-year targets reflect reporting from 20 OUs. Additional training of government officials in anti-corruption-related topics should increase their capacity and commitment to combat and prevent corruption. The targets are decreasing as current programming in Sri Lanka, the Philippines, and Ghana are ending in FY 2018 and FY 2019. Additionally, the FY 2019 target does not reflect new programming initiated in FY 2018. Centrally managed International Narcotics Control and Law Enforcement (INCLE) funding will



Strategic Goal 2: Renew America's Competitive Advantage for Sustained Economic Growth and Job Creation

focus funding on fewer countries and fewer trainings initially, but should increase training progressively toward 2022 as funding allows.

Indicator Methodology

For this indicator, “training” is defined as in-service technical training for civil servants and other public sector employees. “Anti-corruption training for government officials” is defined as the transfer of skills or knowledge intended to reduce corruption or leakage in public administration (for example, training in public financial-management or ethics). The training must follow a documented curriculum with stated learning objectives and/or expected competencies for the trainees.

Key Indicator: Number of people affiliated with non-governmental organizations receiving U.S. Government-supported anti-corruption training

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	13,814	12,161
Actual	7,339	4,689	15,127		

Indicator Analysis

The data come from the performance reports submitted by Department and USAID OUs through the PPR in the Foreign Assistance Coordination and Tracking System. The FY 2017 result and out-year targets reflect reporting from 15 OUs. Targets are decreasing slightly, as some programs are closing in FY 2018 and FY 2019, and do not capture new programming that will begin in FY 2018.

Indicator Methodology

For this indicator, “training” is defined as in-service technical training for individuals affiliated with NGOs. “Anti-corruption training” is defined as the transfer of skills or knowledge intended to reduce corruption or leakage in public administration (e.g., training in tracking public expenditures or ethics). The training must follow a documented curriculum with stated learning objectives and/or expected competencies for the trainees.

Key Indicator: Number of anti-corruption measures proposed, adopted, or implemented due to USG assistance, to include laws, policies, or procedures

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	125	125
Actual	126	163	331		



Strategic Goal 2: Renew America's Competitive Advantage for Sustained Economic Growth and Job Creation

Indicator Analysis

Data reported in FY 2015 and FY 2016 reflect only the number of measures implemented, and do not include measures proposed or adopted. Countries that have laws, policies, and procedures to address corruption, and the institutional capacity to enforce them, are better able to prevent and respond to corruption. The proposal, adoption, and/or implementation of measures supported by the U.S. Government are beneficial because they are in line with proven and agreed-upon international standards, and ensure important interoperability between justice systems that are cooperating at an international level. Assistance implemented by the Bureau of International Narcotics and Law Enforcement Affairs (INL) produced a steady number of USG-supported measures implemented from FY 2015 to FY 2017. The increase demonstrates greater interest (*i.e.*, political will) in, and capacity for, adopting and implementing reforms through laws, policies, and institutions. To take the next step, INL programming will narrow and focus on key issues in key countries. For this reason, the FY 2018 and 2019 targets are lower. However, we expect the number of USG-supported anti-corruption measures to increase by 2022.

Indicator Methodology

The data are calculated by summing the number of “anti-corruption measures”, defined as new or altered laws, policy changes, and/or procedures, that a country or countries has/have proposed, adopted, or implemented, at least in part, because of U.S. Government support, as reported by implementers of U.S. foreign assistance. An “anti-corruption measure” is an institutional or cultural change designed to prevent and/or combat (via law enforcement) the use of public power/resources for private gain. This data are collected through regular reporting and semi-annual data calls to implementing partners who report on programming. These measures can include recommendations implemented as a result of a multilateral review process (e.g., the United Nations Convention against Corruption) or measures implemented because of substantive mentorship and guidance by an anti-corruption advisor or NGO. The data have limits because there is no metric to determine if a measure is strong or weak, and implementers can only report on what they have access to, and judge to be a result, of a USG-funded activity. OUs that input data should only include measures that result from program activities they have funded. If two or more OUs have supported the same measure, they will need to share information.

Performance Goal 2.3.3: Improve Fiscal Transparency

Performance Goal Statement: By 2022, through assistance to central governments or non-governmental organizations, improve fiscal transparency in at least five countries assessed as not meeting the minimum requirements under the fiscal transparency review process. (State and USAID)



Strategic Goal 2: Renew America's Competitive Advantage for Sustained Economic Growth and Job Creation

Performance Goal Overview/Progress Update

Improving the fiscal transparency of partner nations is an important aspect of the Department and USAID's overall anti-corruption program. Transparency shines a light on public corruption, and makes foreign publics more invested in their governments, which promotes stability and the rule of law. Transparency in fiscal processes also protects American citizens and companies that are operating abroad.

The U.S. Government is necessarily limited in its ability to impel statutory reform in other nations, but the Department works through regional and multilateral frameworks to inculcate best practices and encourage action in places where we have limited diplomatic influence. In addition to providing technical assistance and encouraging fiscal reform generally, the Department and USAID provide targeted assistance through the U.S. Fiscal Transparency Innovation Fund (FTIF) to provide extra impetus for needed transparency reforms.

With the help of the FTIF in FY 2017, Haiti's civil society created documentary films explaining the budgetary process and the importance of increasing government transparency and accountability in financial management. The fund also helped create an online government budget portal visited by hundreds of Haitian citizens each month. These efforts proved invaluable in educating citizens on how to hold their government accountable for its spending. This increase in the availability of budget documents on the portal has led to the Department's Fiscal Transparency Report determination of "Does Not Meet the Minimum Requirements with Significant Progress" toward fiscal transparency.

In Burma, FTIF worked with local partners to help the nation strengthen its budgeting and auditing, increase the management of revenue and expenditures by state and regional governments, and increase public understanding of the Government's budget. Among the features of this work in Burma is an online portal that makes governmental budget data available to the public for the first time. Meanwhile, newly elected government officials in states and regions across that country are receiving training in sound public financial-management, and how to decipher and review their budgets.

Key Indicator: Number of target countries with new Fiscal Transparency Innovation Fund projects

	FY 2014 Baseline	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	7	7	7
Actual	13	10	12	12		



Strategic Goal 2: Renew America's Competitive Advantage for Sustained Economic Growth and Job Creation

Indicator Analysis

The FTIF is designed to promote fiscal transparency, particularly in countries whose governments the Department of State deems as not meeting minimum requirements of fiscal transparency in the annual Congressionally mandated Fiscal Transparency Report. The FTIF supports a variety of projects designed to meet specific constraints identified in each country. This indicator captures the number of countries the FTIF is able to support in a given year, not the outcome of the individual interventions, which are too diverse to aggregate. The Department exceeded the FY 2017 target, and reflects success in directing the attention of target posts and host-country actors to the issue of fiscal transparency. The Department of State sets out-year targets based on anticipated resources made available.

During FY 2017, the FTIF program manager successfully expanded the number of FTIF projects, improved communications with U.S. embassies and USAID missions to raise awareness of the FTIF, and concluded an external evaluation of the FTIF to gain insight on how best to program limited funds. New projects funded in FY 2017 take place in Africa, Asia, Europe, and South America, implemented by a mix of NGOs and the Office of Technical Assistance within the Department of the Treasury. Projects funded in FY 2017 are contributing to improved fiscal-transparency policies, better public access to information, and enhanced public capacity to monitor public spending and resource management.

Indicator Methodology

The data for the indicator come from program records maintained by the Department of State and USAID. Because the indicator is a simple count of countries assisted, there are no data quality issues.

The FY 2018 indicator target is the same as FY 2017, adjusted to reflect a change in the FTIF's strategy. As the FTIF program has matured, project-selection panels have focused more on strategic and sustainable projects, rather than the overall number of projects.

FTIF project managers maintain a database of projects supported through the Fund, selected and approved by an interagency panel that consists of subject-matter experts from the Department and USAID. The FY 2017 indicator lists those projects obligated by September 30, 2016 (which correlates to projects funded with FY 2016 funds).



Strategic Goal 3: Promote American Leadership through Balanced Engagement

Strategic Objective 3.1: Transition nations from assistance recipients to enduring diplomatic, economic, and security partners

Strategies for Achieving the Objective/Strategic Objective Progress Update

The Department and USAID will prioritize programs that assist countries in improving their policies to stimulate economic growth, strengthen their democratic institutions, foster co-investments, share the burden of addressing common challenges, and mobilize domestic resources for self-sufficiency. We will promote an efficient, effective, and supportive legal and regulatory environment that attracts investment in partner nations through close partnerships with the U.S. interagency and multilateral institutions while supporting each country's self-determined development path.

Strong interagency field missions will develop country-specific strategies that focus available resources to efficiently overcome challenges and capitalize on opportunities in each country. This targeted strategy will enable realistic planning and monitoring of each country's progress toward self-sufficiency.

In line with American values, State and USAID programs enhance good governance and security, support the rule of law, promote foreign direct investment, combat corruption, and protect private and intellectual property rights. These programs must also improve a country's ability and willingness to mobilize domestic resources as a key element of achieving shared prosperity and greater partnership in global development, diplomacy, and security. We will coordinate media outreach and public communications to explain our assistance, while creating public support for future partnerships.

Cross-Agency Collaboration

The Department and USAID work closely with the Departments of Defense, Treasury, Agriculture, Energy, Justice, Commerce, and Health and Human Services (HHS); and the EPA. The Millennium Challenge Corporation provides assistance to partner countries to meet threshold indicators on democracy, anti-corruption, and the rule of law. Regional associations such as the Association of Southeast Asian Nations (ASEAN), the EU, Economic Community of West African States (ECOWAS), the Organization of American States (OAS), the Organization for Economic Co-operation and Development (OECD), and others are key stakeholders that advocate for common standards and global partnerships. UN agencies and bilateral donors provide project expertise and funding to complement U.S. assistance.

Performance Goal 3.1.1: Country-Level Self-Reliance

Performance Goal Statement: By 2022, all USAID Country Development Cooperation Strategies (CDCSs) will address ways to strengthen partner country capacity to further its self-reliance. (USAID)



Strategic Goal 3: Promote American Leadership through Balanced Engagement

Performance Goal Overview/Progress Update

Our foreign assistance aims to foster inclusive economic growth, reduce poverty, strengthen democratic governance, and enhance peace and security, while helping other countries progress beyond needing U.S. assistance. Foreign assistance helps build a country's self-reliance – its capacity and commitment to plan, resource, and manage its own development. USAID will integrate efforts to build self-reliance into CDCSs by using economic-assistance funding to address areas of weakness related to country capacity and performance as measured by standard metrics. To address identified areas of weakness, we will prioritize programs that assist countries third-party to own, finance, and manage their own development. Illustrative efforts include working with countries to improve their policies to stimulate economic growth, strengthen democratic institutions, foster co-investments, and mobilize domestic resources for self-sufficiency. We will measure the impact of our assistance by how it accomplishes the goal of transitioning countries from assistance recipients to self-reliant partners. We will work with partner countries and create incentives for them to demonstrate their tangible commitment to achieving self-reliance objectives and to show measurable progress in the sustainability of reforms. We will rely upon strong interagency coordination at overseas posts to enable our field missions to tailor collaboration to the specific challenges and opportunities of partner countries. This will allow for realistic planning for, and monitoring of, each country's progress toward self-reliance.

Key Indicator: Percentage of USAID Country Development Cooperation Strategies that include a Development Objective, Intermediate Result, Sub-Intermediate Result, or transition section that addresses ways to strengthen host country capacity to further its self-reliance

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	N/A	9.5%
Actual	N/A	N/A	N/A		

Indicator Analysis

USAID will address areas of weakness affecting each assisted country's ability to achieve self-reliance by integrating a clear approach for strengthening those areas of capacity and commitment for self-reliance within every CDCS, which are within the U.S. Government's manageable interest and competitive advantage vis-à-vis other donors. As this is a new approach currently under development, six CDCSs will act as pilots in FY 2019 (hence the target of six for that year, equivalent to 9.5 percent of all CDCSs), and will then roll out to all CDCSs in the following Fiscal Years until all are using this approach. By the end of FY 2022, all USAID CDCSs will address specific ways to strengthen host-country capacity to further self-reliance.



Strategic Goal 3: Promote American Leadership through Balanced Engagement

Indicator Methodology

USAID's Bureau of Policy, Planning and Learning (PPL) will track the number of countries with CDCSs that include a Development Objective, Intermediate Result, Sub-Intermediate Result, or transition section that addresses ways to strengthen host country capacity to further self-reliance for each country that receives Economic Support and Development Fund (ESDF) resources. In some cases, this may be a sector-specific aspect of self-reliance, such as education or health. In other cases, it may be a cross-cutting aspect of self-reliance, such as one that builds the country's capacity to mobilize domestic resources through taxes or the growth of the private sector.

Strategic Objective 3.2: Engage international fora to further American values and foreign policy goals while seeking more equitable burden sharing

Strategies for Achieving the Objective/Strategic Objective Progress Update

While ensuring the integrity of our sovereignty and respecting that of our partners, the Department of State and USAID will lead by example and leverage the potential of the multilateral system to help defuse crises, mitigate destabilizing economic events, deter aggression and extreme ideologies, promote fair and reciprocal trade, enhance economic competitiveness, open markets, and cooperate on migration issues. It is the primary responsibility of sovereign states to help ensure migration is safe, orderly, and legal.

The Department and USAID will support and initiate reforms to make international bodies more efficient, effective, and equitable in mobilizing all Member States to preserve the global commons.

We must hold others accountable for sharing the financial burden while supporting collective action. Many recipients of U.S. assistance play critical roles as partners in countering transnational terrorist and criminal groups, and as contributors to peace operations. We will engage with new donors willing to contribute expertise and funds such that our mutual efforts and shared costs align with the Department and USAID's respective comparative advantages.

The Department of State will employ a wide range of public diplomacy tools to underscore U.S. leadership on the global stage, particularly as a host of international organizations. Highlighting U.S. leadership will provide opportunities to demonstrate the utility of these organizations in promoting American interests. The Department and USAID will seek to increase the number and percentage of Americans who serve in international organizations at all levels, including the UN and its technical and specialized agencies, and in the governance of international economic fora.



Strategic Goal 3: Promote American Leadership through Balanced Engagement

Cross-Agency Collaboration

Cooperation across the U.S. Government is essential to achieving more equitable burden-sharing. This cooperation is also necessary to align positions on organizational reform and contributions to, and the maintenance of, high fiduciary, social, and environmental standards in multilateral development banks. In addition, filling senior positions in international organizations with Americans is a priority to enable the advancement of U.S. values and interests.

Performance Goal 3.2.1: Multilateral Engagement

Performance Goal Statement: By 2022, U.S. contributions as a percentage of total funding support for international organizations are reduced below 2017 levels. (State)

Performance Goal Overview/Progress Update

The President's *National Security Strategy* directs the United States to continue to lead and engage in the multilateral arrangements that shape many of the rules that affect American interests and values. It recognizes competition for influence in these institutions, and the need for the United States to remain engaged to shape developments consistent with political and security outcomes that are positive for the country. As we prioritize efforts in organizations that serve American interests, the United States will require accountability and emphasize shared responsibility among members. We will seek greater burden-sharing across international organizations, with the goal of decreasing the percentage of total funding provided by the United States.

Key Indicator: United Nations peacekeeping rate of assessment

	FY 2015	FY 2016	FY 2017 Baseline	FY 2018	FY 2019
Target	N/A	N/A	N/A	28.4%*	25%
Actual	28.4%	28.6%	28.5%		

*The scales of assessment are not renegotiable until 2019, so we will continue to be assessed at 28.4 percent in FY 2018.

Indicator Analysis

The United States will seek to reduce its rate of assessment to UN peacekeeping below the current rate of 28.4 percent for the 2019-2021 assessment period. Negotiations will take place in the UN General Assembly Administrative and Budget Committee (Fifth Committee) from June-December 2018. In December 2018, the General Assembly will approve the negotiated assessment rates for the coming three years. The United States is already actively seeking to reduce this rate by increasing the share of the burden paid by other Member States.



Strategic Goal 3: Promote American Leadership through Balanced Engagement

Indicator Methodology

Data for this indicator will come from the United Nations General Assembly Administrative and Budget Committee (Fifth Committee). There are no known limitations to the quality of these data.

Strategic Objective 3.3: Increase partnerships with the private sector and civil-society organizations to mobilize support and resources and shape foreign public opinion

Strategies for Achieving the Objective/Strategic Objective Progress Update

The Department and USAID will engage civil society and NGOs, along with the private sector, to maximize our ability to effect positive change, including by protecting ethnic and religious minorities and other marginalized populations, promoting religious and ethnic tolerance, and providing emergency assistance to human-rights defenders and survivors of abuse.

The Department and USAID will develop training focused on non-government entities. Developing sustainable and effective partnerships outside the public sector requires unique skills and tools distinct from those used in government-to-government diplomacy. Successful communication with civil society and foreign publics requires mutual understanding and trust. We must develop and train our workforce to deploy people-to-people and communication programs effectively to generate the strong support and robust local participation necessary to solidify partnerships that produce maximum impact.

Cross-Agency Collaboration

Our strategic partnerships represent a diverse network of organizations, including for-profit businesses, civil society, academic institutions, philanthropic foundations, and diaspora groups. Partners include state and local law enforcement agencies; American and foreign universities; media organizations and journalist advocacy groups; cultural, sports, and youth organizations; religious leaders and religious communities; faith-based organizations; and schools.

Performance Goal 3.3.1: Increased Collaboration

Performance Goal Statement: By 2022, increase partnerships with the private and public sectors in order to promote shared goals, leverage resources, and utilize expertise for more sustainable results. (State and USAID)

Performance Goal Overview/Progress Update

Partnerships play a crucial role advancing America's core national-security, economic, and foreign-policy interests. In 1969, 70 percent of U.S. capital flows to the developing world were attributable to Official Development Assistance. By 2010, the private sector, including for-profit and non-profit entities,



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grew to account for 91 percent of U.S. capital flows to developing countries, including U.S. direct investment and remittances. The dramatically increased role of the private sector is a paradigm shift that requires the U.S. Government to reimagine how it conducts foreign policy.

The Department's Office of Global Partnership and USAID's Global Development Alliances cultivate the increasingly critical role the private and NGO sectors play in shaping sustainable economic development, strengthening diplomatic connections, and nurturing social development. By working together jointly to identify, define, and solve key business and development challenges, the Department, USAID, NGOs, and the private sector build mutually beneficial partnerships that leverage our respective expertise, assets, technologies, networks, and resources to achieve greater impact in diplomatic engagement, civil-society development, and people-to-people exchanges.

Key Indicator: Amount of resource commitments by non-U.S. Government public and private entities in support of U.S. foreign policy goals

	FY 2015 Baseline	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	\$28.9 billion	\$28.9 billion
Actual	\$7.131 billion	\$28.416 billion	TBD		

Indicator Analysis

The Department and USAID track funding and in-kind resource commitments made by public and private-sector partners through public-private partnerships (PPPs). USAID does this more comprehensively than State. Partnerships are supported using Foreign Assistance, Diplomatic Engagement, and Educational and Cultural Exchange funding, or no funding at all, and each requires separate planning and accounting systems. The Department also manages many more short-term partnerships that do not require the same level of approval, which are difficult to track fully. The Office of U.S. Foreign Assistance Resources (F) recently began using a centralized PPP reporting module within the Foreign Assistance Coordination and Tracking System, an online application to track all PPPs from both the Department and USAID regardless of what, if any, appropriated funds are involved. The data collected in FY 2016 will serve as a new baseline from which the Department and USAID will aim for a two-percent annual increase in resource commitments for PPPs. The Department of State and USAID are still confirming the FY 2017 data and will update them when information is available.

Since 2001, USAID has built more than 1,600 partnerships with the private sector that involve more than 3,500 unique partner organizations. In FY 2016, USAID OUs reported 422 active partnerships, with 1,190 unique resource-partner organizations. USAID will continue to tap multiple sources, including increased domestic resource-mobilization by host-country governments, greater flows of investment from local and multinational businesses, and continued commitments from donor countries,



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to channel aid to where it is most needed. USAID finalizes the data on an annual basis in the third quarter of each Fiscal Year.

The Department of State and USAID will revise targets for this indicator once out-year budget projections are known and USAID has finalized elements of its Transformation process related to PPP goals, priorities, and structures.

Indicator Methodology

The data source for the Department is the PPP reporting module in the Foreign Assistance Coordination and Tracking System maintained by F. Since 2015, the Department has required domestic offices and overseas posts that seek Department approval for partnerships to provide data on PPPs. This practice, in addition to the new centralized reporting application for the Department and USAID, should contribute to more complete and consistent reporting in the future. USAID has already moved toward a more-formal process of collecting data on externally leveraged resources, which culminate in the launch of a dedicated PPP module in the Foreign Assistance Coordination and Tracking System for FY 2017. USAID defines a PPP as a collaborative working relationship with external, non-U.S. Government partners (e.g., businesses, financial institutions, entrepreneurs, investors, non-profits, universities, philanthropists, and foundations) in which the goals, structure, governance, and roles and responsibilities are mutually determined and decision-making is shared. USAID often reports data on resources mobilized from bilateral and multilateral donors through this data-collection process.

Key Indicator: Number of civil society organizations (CSOs) receiving U.S. Government assistance engaged in advocacy interventions

	FY 2015 Baseline	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	5,755	3,733
Actual	17,978	5,158	7,524		

Indicator Analysis

In FY 2017, 60 Bureaus and Missions contributed to this indicator, which seeks to support CSOs in successfully advancing and expanding freedom of expression, freedom of association and assembly, and equality for all. Advocacy interventions are essential aspects of democratic policy-making, citizen participation, and oversight of all branches of government. These interventions play an important role in determining social justice, political and civil liberties, and in giving voice to citizens and historically marginalized groups. Of the 60 OUs that report data, 36 exceeded their targets. Several OUs expressed difficulties in setting targets, as many have established flexible funding mechanisms and short-term projects that meet the needs of local CSOs on an as-needed and immediate basis. Major



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programs that contribute to this indicator included those funded by the Department of State's Bureau of Democracy, Human Rights and Labor; USAID Missions in Nicaragua and Niger; and the USAID Bureau for Democracy, Conflict and Humanitarian Assistance.

Indicator Methodology

OUs define the data sources for this indicator, and include sources such as partners' advocacy plans, strategies, or materials. FY 2017 Performance Reports are aggregated from Department of State and USAID OUs, as collected in the Foreign Assistance Coordination and Tracking System.

OUs verify performance data by using data quality assessments (DQAs), which must meet five data-quality standards of validity, integrity, precision, reliability, and timeliness. Each OU must document in detail the methodology used for conducting the DQAs. (For details, refer to USAID's Automated Directive System [ADS] Chapter 203.3.11, <http://www.usaid.gov/policy/ads/200/203.pdf>).

Key Indicator: Number of U.S. school communities (K-12 schools, colleges, and universities), businesses, and other private sector organizations in support of USG-funded diplomatic exchange programs

	FY 2015 Baseline	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	29,766	29,766
Actual	33,219	29,082	29,766		

Indicator Analysis

The Department's Bureau of Educational and Cultural Affairs (ECA) has an expanding pool of U.S. private-sector partners. These partners range from professional individuals who share their specialized skills with foreign-exchange participants, to schools and universities hosting educational exchanges, to businesses that host foreign professionals who, in the process, contribute to Americans' international expertise and networks. This rich variety of American private-sector in-kind contributions to U.S. Government-funded or managed exchange programs is captured by these representative categories: U.S.-based hosting educational institutions (K-12 and higher-education institutions) for Academic Program exchanges; hosting and mentoring U.S. businesses, universities, NGOs, and foundations for citizen exchanges; U.S. professionals with specialized skills for the International Visitor Leadership Program; and American business or organizational sponsors for the private-sector Exchange Visitor Program (J1).

The two-percent increase over the FY 2016 results only for the out-years allows for budget and program fluctuations, but assumes a continued commitment in seeking out U.S. private-sector and civil-



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society partners. Final results for 2017 will only be available in the third quarter of 2018, as participant numbers are calculated upon completion of the grant project in some cases.

Indicator Methodology

Data for this indicator come from ECA's program office administrative records, and from its implementing organizations. The indicator includes representative categories of individual American citizens and American companies, as partnerships that build international networks and business opportunities for Americans are created at the personal and institutional level.

Key Indicator: Percent of participants reporting ability to apply digital skills learned at TechCamp to their work

	FY 2015	FY 2016 Baseline	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	90%	95%
Actual	N/A	80.79%	84.58%		

Indicator Analysis

TechCamps are interactive workshops that connect private sector technology experts from around the globe with overseas civil society or advocacy groups seeking to apply technology solutions to specific issues. TechCamps focus on building digital capacity among foreign civil society groups, including NGOs, rights activists, journalists, advocacy groups and others working on issues important to U.S. foreign policy objectives. TechCamps include dedicated, sustained after-workshop projects and programs designed to achieve results, via participant-led workshops, small grants competitions to build out projects, virtual speakers programs, collaboration networks with alumni, trainers and U.S. Government staff, and so on. TechCamps are organized around the highest U.S. foreign policy priorities, including countering violent extremism, increasing digital literacy and communications capacity, and strengthening and defending civil society.

Baseline measurements were established in 2016; 80.79 percent of survey respondents in calendar year 2016 indicated that they either strongly agree (24.28 percent) or agree (56.51 percent) with the statement that they have been able to apply the digital skills learned from private sector experts at TechCamp to their work. The average survey response rate was 15.80 percent.

Private sector partnerships extend the impact and cost effectiveness of the State Department's digital technology capacity building among targeted foreign participants. The data provide the Department's Bureau of International Information Programs (IIP) managers and Bureau leadership with feedback that helps to shape the content of future TechCamps as well as provide indicators as to the private industry tools and experts that are the most effective.



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Indicator Methodology

The Digital Support and Training Division continues to survey TechCamp participants approximately 120-180 days after each workshop in order to measure the degree to which alumni have been able to apply the digital skills learned at TechCamp to advance their work around key foreign policy priorities.

Performance Goal 3.3.2: Favorability of Foreign Publics

Performance Goal Statement: By 2022, increase approval of United States Government policies among influential foreign publics. (State)

Performance Goal Overview/Progress Update

Engaging with foreign partners and foreign publics in shared interests and objectives contributes to their favorability toward U.S. Government foreign policy goals. When national decision-making is influenced by public opinion, cultivating and maintaining relationships with significant non-government actors is crucial. Major public diplomacy tools in this effort are the more than 650 American Spaces supported by IIP and the 100-plus people-to-people exchanges managed by the ECA. Multiple and substantive engagement that builds from common interests and partnerships is how public diplomacy creates mutual understanding and acceptance of U.S. positions. Both the American Spaces and exchange programs represent major investments of funding, personnel, and staff hours.

Key Indicator: Visitors to exchange program events, U.S. educational advising, cultural offerings, information sessions and professional networking opportunities at American Spaces

	FY 2015 Baseline	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	12.9 million	12.9 million
Actual	38.04 million	40.5 million	12.5 million		

Indicator Analysis

The majority of American Spaces are partnerships with host countries' governmental, private sector, and civil society organizations. American Spaces focus on programs that provide accurate information about the United States and its foreign policies, offer opportunities for English language learning, engage alumni of U.S. exchange programs, promote study at U.S. universities, and engage foreign publics in presentations and discussions of American values and culture. Targets for the number of visitors are based on maintaining or slightly reducing the number of spaces and increasing the focus on target audience engagement, as opposed to merely attracting greater numbers of the general public.



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Direct audience engagement at the core of American Spaces provides the U.S. Government with opportunities to counter disinformation, promote policy objectives, and exert strong, positive impact on how the United States is understood and viewed around the world.

Indicator Methodology

The Department/IIP's Office of American Spaces (OAS) requires regular, timely, accurate, and relevant reporting of statistics from all American Spaces. American Spaces collect data on all of their programs, activities, and visitors, and report data through posts to the OAS. OAS also encourages posts to work closely with American Spaces under their oversight to develop an evaluation culture, with regular customer satisfaction surveys for programs, resources, and staffing. The significant difference in visitors between FY 2016 and FY 2017 occurred because the OAS revised its method of counting visitors, excluding those visiting Binational Center (BNC) American Spaces partners in Latin America primarily to attend paid English language classes. Counting was refocused on those visiting BNCs for purposes or events due to the American Spaces partnership, rather than to the core business of the partner institution, providing greater accuracy.

Key Indicator: Percent of U.S. Government-sponsored foreign exchange program participants who report a more favorable view of the American people

	FY 2015 Baseline	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	90%	90%
Actual	88.57%	87.75%	93.45%		

Indicator Analysis

The data to support this indicator comes from a Department survey that is administered immediately after each exchange program. The ECA has collected this indicator annually since FY 2003. All data is derived from the direct responses received to post-program surveys. Historically, the results have varied slightly up or down from the target rate of 90 percent, with the vast majority of participants surveyed from year to year indicating this strategic objective is being met. ECA's target for out years is to maintain or exceed a 90 percent favorability rate.

Indicator Methodology

Many ECA program participants complete voluntary pre-, post-, and follow-up surveys from ECA's Evaluation Division that collect data on standardized indicators across a sampling of several ECA programs. These surveys are designed by the Division's specialists and administered through ECA's specialized online performance measurement system, which captures the data electronically. All data received is reviewed for quality, and once cleared, is available for reporting and analysis. The only



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limitation in data quality is the number of exchange programs that can be surveyed through this process.

Key Indicator: Number of engagements generated by ShareAmerica content delivered to impact targeted narratives

	FY 2015	FY 2016	FY 2017	FY 2018 Baseline	FY 2019
Target	N/A	N/A	N/A	Establish baseline engagement %	Baseline + 5%
Actual	N/A	N/A	N/A		

Indicator Analysis

ShareAmerica is a platform for distributing made-for-digital content focused on U.S. foreign policy priorities in English and seven other languages. The site draws from digital-media best practices to make content engaging and highly shareable with social networks. ShareAmerica content originates from a number of sources, including service requests from other parts of the Department and from overseas posts. The editorial team also internally generates story ideas to advance broad public diplomacy messages. As editorial staff now have access to new social media monitoring and analysis tools, the indicator calls for displacement of internally generated stories by content specifically crafted to impact and influence targeted social media narratives identified by these tools. The indicator will measure engagements (e.g., likes, comments, shares, retweets) with this targeted Share content. To establish a baseline, during the first year, ten percent of Share content will be developed through the targeted narrative model and engagement with that content will be measured. The indicator anticipates both an increasing proportion of “narrative” content and rising average levels of engagement.

Indicator Methodology

ShareAmerica content is meant to be distributed primarily on social media. IIP will assess whether social media audiences are finding the content engaging and interesting on those platforms. As a proxy for link clicks and for an engagement metric usable for a large set of articles, we will look at the total number of social media engagements (retweets, shares, likes, and comments) on Department ShareAmerica social media posts.



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Strategic Objective 3.4: Project American values and leadership by preventing the spread of disease and providing humanitarian relief

Strategies for Achieving the Objective/Strategic Objective Progress Update

The Department and USAID will take the lead on humanitarian assistance globally through policies, multi-sectoral programs, and funding to provide protection and ease suffering. We will work through multilateral systems to build global partnerships and ensure compliance with international norms and standards. Additionally, we will promote best practices in humanitarian response, ensuring that humanitarian principles are supporting broader U.S. foreign-policy goals. Collaboration with donors and host countries will help identify solutions to displacement, protect people at risk, promote disaster risk reduction, and foster resilience. The Department and USAID will give particular attention to mitigating gender-based violence, including sexual exploitation and abuse in emergency contexts.

Through efforts in family planning, malaria, HIV/AIDS, and nutrition, the Department and USAID's health programs will work to strengthen child and maternal health — a cornerstone of public health — to reduce deaths, preempt pandemics and the spread of diseases, and foster prosperity and stability. These programs will concentrate on countries with the highest need, demonstrable commitment, and the potential to leverage resources from the public and private sectors.

The Department and USAID will provide global leadership, support country-led efforts, and innovate to implement cost-effective and sustainable interventions at scale to prevent the spread of the HIV/ AIDS epidemic and mitigate its effects. Working with Health Ministries, partners, and communities, our programs will scale up effective, equitable, locally adapted, and evidence-based interventions to reach poor, marginalized, and vulnerable people to prevent and treat infectious diseases.

Cross-Agency Collaboration

To achieve this objective, we will collaborate with our interagency partners, including the Departments of Treasury, Defense, Commerce, Agriculture, HHS, and Labor, the Peace Corps; and the Millennium Challenge Corporation. Other partners include American Chambers of Commerce, foreign development-assistance agencies, multilateral development finance institutions, and NGOs.

Performance Goal 3.4.1 (Agency Priority Goal): Child and Maternal Health

Performance Goal Statement: By September 30, 2019, U.S. global leadership and assistance to prevent child and maternal deaths will annually reduce under-five mortality in 25 maternal and child health U.S. Government-priority countries by an average of 2 deaths per 1,000 live births per year as compared to 2017. (USAID)



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Performance Goal Overview/Progress Update

Through efforts in maternal and child health, malaria, voluntary family planning, and nutrition, our health programs work to strengthen child and maternal health — a cornerstone of public health — to reduce deaths, preempt pandemics and the spread of diseases, and foster prosperity and stability. The programs concentrate on countries with the highest need, demonstrable political commitment, and the potential to leverage internal resources from the public and private sectors.

The 25 priority countries for maternal and child health for the USG are Afghanistan, Bangladesh, Burma, the Democratic Republic of the Congo, Ethiopia, Ghana, Haiti, India, Indonesia, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Nepal, Nigeria, Pakistan, Rwanda, Sénégal, South Sudan, Tanzania, Uganda, Yemen, and Zambia.

Key Indicator: Absolute change in all-cause under-five mortality (U5MR)

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	-2	-1.5	-2	-2	-2
Actual	-1.7	-2.2	N/A ²¹		

Key Indicator: Absolute change in total percentage of children who received at least three doses of pneumococcal vaccine by 12 months of age

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	+0.5	+0.5	+0.5	+5	+5
Actual	+1.6	+1.6	N/A		

Key Indicator: Absolute change in total percentage of births delivered in a health facility

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	+1	+1	+1	+1
Actual	N/A	+0.4	N/A		

²¹ FY 2017 actuals are not available for indicators under this APG due to a pause in APG reporting.

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Key Indicator: Absolute change in Modern Contraceptive Prevalence Rate (mCPR)

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	+1	+1	N/A	+1	+1
Actual	+1.2	+1.4	N/A		

Key Indicator: Annual total number of people protected against malaria with insecticide treated nets (ITN)

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	50 million	62 million	72 million	77 million	85 million
Actual	72 million	87 million	N/A		

Key Indicator: On-time shipments of contraceptive commodities

	FY 2018 Q1	FY 2018 Q2	FY 2018 Q3	FY 2018 Q4	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4
Target	80%	80%	80%	80%	TBD	TBD	TBD	TBD
Actual								

Note: Target(s) for FY 2019 will be determined following a review of FY 2018 performance.

Key Milestones:

Due Date: Fiscal Year and Quarter	Milestone	Anticipated Barriers or Other Issues Related to Milestone Completion
FY 2018, Q1	Approval of 24 Annual Malaria Operational Plans for the 24 priority Presidential Malaria Initiative countries and sub-region	N/A

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Due Date: Fiscal Year and Quarter	Milestone	Anticipated Barriers or Other Issues Related to Milestone Completion
FY 2018, Q2	Execute a data-driven review of country performance results across Fiscal Year 2017	N/A
FY 2018, Q3	Release next Acting on the Call Report	N/A
FY 2018, Q4	Conduct thorough review of Health Implementation and Operational Plans for 25 U.S. Government maternal and child health priority countries	Uncertain timeline for HIP preparation and review.
FY 2019, Q1	Approval of 24 Annual Malaria Operational Plans for the 24 priority Presidential Malaria Initiative countries and sub-region	N/A
FY 2019, Q2	Execute a data-driven review of country performance results across Fiscal Year 2018	N/A
FY 2019, Q3	Release next Acting on the Call Report	N/A
FY 2019, Q4	Conduct thorough review of Health Implementation and Operational Plans for 25 U.S. Government maternal and child health priority countries	N/A

Please refer to www.Performance.gov for more information on this APG, including the latest quarterly progress update.

Performance Goal 3.4.2 (Agency Priority Goal): Reaching HIV/AIDS Epidemic Control

Performance Goal Statement: By September 30, 2019, new infections are fewer than deaths from all causes in HIV-positive patients in up to 13 high-HIV burden countries through leadership by State and implementation by USAID; the U.S. Department of Health and Human Services and its Agencies, including the Centers for Disease Control and Prevention, the Health Resources and Services Administration, and the National Institutes of Health; the Departments of Defense, Labor, and Treasury; and the Peace Corps. (State and USAID)



Strategic Goal 3: Promote American Leadership through Balanced Engagement

Performance Goal Overview/Progress Update

The United States, through the U.S. President's Emergency Plan for AIDS Relief (PEPFAR), is the largest bilateral donor to the global response to the global HIV/AIDS pandemic. The Department's Office of the U.S. Global AIDS Coordinator and Health Diplomacy is the headquarters of PEPFAR; and leads, coordinates, and funds the U.S. response to global HIV/AIDS through implementation by USAID; HHS and its agencies, including the CDC, Health Resources and Services Administration, and the National Institutes of Health; the Departments of Defense, Treasury, and Labor; and the Peace Corps. Together with host countries, multilateral organizations, faith-based groups, and other partners, PEPFAR is beginning to demonstrate the ability to control a pandemic for which there is neither a vaccine nor a cure. What once seemed impossible is now possible: controlling and ultimately ending the AIDS pandemic as a public health threat. This course toward epidemic control is only possible with continued aggressive focus, quarterly analysis of performance data, and partner alignment for maximum impact. PEPFAR programming is critical to achieving other USG strategic goals and objectives, including advancing democracy and good governance, improving economic development, empowering women and girls, and strengthening human rights and civil society.

Overall, PEPFAR is investing in more than 50 countries with three concrete goals in mind. The first is to maintain life-saving treatment for those currently in care, while making essential services like testing and linkage to treatment more accessible. The second goal is to provide more services for orphans and vulnerable children — those who are immediately and permanently affected when a parent or caretaker is lost to this disease. The final goal is to accelerate progress toward controlling the pandemic in a subset of 13 countries, which represent the most vulnerable communities to HIV/AIDS and have the potential to achieve control by 2020. We will accomplish this in partnership with, and through attainment of, the UNAIDS 90-90-90 framework — 90 percent of people who are living with HIV know their status, 90 percent of people who know their status are accessing treatment, and 90 percent of people on treatment have suppressed viral loads — and an expansion of HIV prevention.

Key Indicator: Number of adults and children currently receiving antiretroviral therapy (ART)

	FY 2017	FY 2018 Q1	FY 2018 Q2	FY 2018 Q3	FY 2018 Q4	FY 2019
Target	N/A	13,874,639	14,542,596	15,210,553	15,878,510	TBD*
Actual	13,206,682	12,714,393**				

*FY 2019 targets will be developed as part of PEPFAR's annual Country Operational Planning (COP) process for FY 2018. Final targets will be available later in 2018.

**FY 2018 Q1 results do not include results for sites within the PEPFAR centrally supported Districts in South Africa. Last year this included approximately 860,000 people who are living with HIV.



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Key Indicator: Number of adults and children newly enrolled on antiretroviral therapy (ART)

	FY 2017	FY 2018 Q1	FY 2018 Q2	FY 2018 Q3	FY 2018 Q4	FY 2019
Target	N/A	1,005,492	1,005,492	1,005,492	1,005,492	TBD*
Actual	2,774,524	573,936				

*FY 2019 targets will be developed as part of PEPFAR's annual COP process for FY 2018. Final targets will be available later in 2018.

Key Indicator: Number of males circumcised as part of the voluntary medical male circumcision (VMMC) for HIV prevention program within the reporting period

	FY 2017	FY 2018 Q1	FY 2018 Q2	FY 2018 Q3	FY 2018 Q4	FY 2019
Target	N/A	970,744	970,745	970,744	970,745	TBD*
Actual	3,382,541	712,791				

*FY 2019 targets will be developed as part of PEPFAR's annual COP process for FY 2018. Final targets will be available later in 2018.

Key Milestones:

Due Date: Fiscal Year and Quarter	Milestone	Anticipated Barriers or Other Issues Related to Milestone Completion
FY 2018, Q2	PEPFAR Annual Report submitted to Congress	N/A
FY 2018, Q2	Long-term strategy countries submit 2018 Country Operational Plans	N/A
FY 2018, Q3	All 2018 PEPFAR Country Operations Plans approved and notified to Congress	N/A
FY 2018, Q3	PEPFAR reauthorization approved by Congress and signed into law	N/A



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Due Date: Fiscal Year and Quarter	Milestone	Anticipated Barriers or Other Issues Related to Milestone Completion
FY 2018, Q4	Completion and release of three new Public Health Impact Assessments	N/A
FY 2019, Q1	Release of FY 2018 Annual Progress	N/A
FY 2019, Q2	PEPFAR Annual Report submitted to Congress	N/A
FY 2019, Q2	Long-term strategy countries submit 2019 Country Operational Plans	N/A
FY 2019, Q3	All 2019 PEPFAR Country Operation Plans approved and notified to Congress	N/A
FY 2020, Q1	Release of FY 2019 Annual Progress, including status on epidemic control in 13-high priority countries	N/A

Please refer to www.Performance.gov for more information on this APG, including the latest quarterly progress update.

Performance Goal 3.4.3: Prevent and Respond to Gender-Based Violence (State)

Performance Goal Statement: By 2022, State increases its systematic response to gender-based violence in new and evolving emergencies by maintaining or increasing the percentage of NGO or other international organization projects that include dedicated activities to prevent and/or respond to gender-based violence. (State)

Performance Goal Overview/Progress Update

The empowerment of women and girls is central to U.S. foreign policy and national security. During displacement as a result of conflict, people are at a greater risk of violence, which becomes a mainstay of their lives. In turn, in the immediate aftermath of a crisis, GBV, including sexual exploitation and abuse, increases as social structures breakdown, families are torn apart, accountability is undermined, and people are displaced. During these situations, women and girls are the most vulnerable to violence, including GBV. The Department's Bureau of Population, Refugees, and Migration (PRM) focuses programming and efforts on ensuring that women and girls are safe, can meet their basic needs, and are active participants in influencing the decisions that will affect them. After crises have stabilized,



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programming could expand to include an increased focus on access to more specialized services, resources, and opportunities that allow women and girls to advance their social, economic, and political rights. In all settings, the Department works across the U.S. Government as well, as with international organization and NGO partners to develop policies that better address the unique needs of displaced women and girls, as well as other vulnerable people GBV might affect.

Gender equality is an issue that remains at the forefront of U.S. foreign policy and commitments. The U.S. Government has raised the profile of, and galvanized attention, to GBV during emergencies through our Safe from the Start initiative and our role in the Call to Action on Protection of Gender-Based Violence in Emergencies, which is an inter-agency, inter-governmental effort meant to change the way the humanitarian community responds to GBV at the outset of a crisis. The Department funds international organizations that conduct GBV training for their staff and deploy experts to high-level emergencies for leadership and coordination purposes, as well as to advocate for gender-based needs in the earliest stages of a response.

Key Indicator: Percentage of NGO or other international organization projects that include dedicated activities to prevent and/or respond to gender-based violence

	FY 2015 Baseline	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	N/A	37	37
Actual	37	35	37	34.85		

Indicator Analysis

This indicator measures the extent of the commitment by State-funded projects to address specifically the prevention and response to GBV with an anticipated long-term outcome of reduced incidence of GBV during complex emergencies.

Indicator Methodology

The unit of measure for this indicator is State-funded projects. The numerator will be the number of USG-funded NGO or international organization projects that include activities designed specifically to prevent and/or respond to GBV, while omitting any double-counting by eliminating partner projects that are cost-modifications or no-cost extensions of projects already counted. The denominator will be the total number of USG projects; the result will be multiplied by 100 for the percentage. Annual data will come from the State Department's internal award-document tracking system, and from implementing partners (oral or written).

A weakness of this indicator is its inability to report on the quality of GBV program activities or the ultimate achievements of dedicated activities to prevent and/or respond to GBV.



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Performance Goal 3.4.4: Prevent and Respond to Gender-Based Violence (USAID)

Performance Goal Statement: By 2022, USAID increases its systematic response to gender-based violence in emergencies by increasing the percentage of proposals it receives from non-governmental organizations that include protection mainstreaming to 95 percent. (USAID)

Performance Goal Overview/Progress Update

Conflict and natural disasters often exacerbate the vulnerability of individuals, particularly women and girls, and GBV can escalate in these scenarios. Addressing GBV is a priority for USAID, and is an integral part of our disaster-response strategies and funding. One of the ways in which USAID prevents GBV in emergencies is by ensuring each proposal received from a NGO mainstreams protection principles and practices. “Protection mainstreaming” is the process of incorporating protection principles and promoting meaningful access, safety, and dignity in humanitarian aid. This performance goal measures the degree to which NGO proposals include protection mainstreaming.

Key Indicator: Protection mainstreaming in NGO proposals

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	95%	95%
Actual	N/A	N/A	N/A		

Indicator Analysis

This is a new indicator for which USAID’s Office of Foreign Disaster Assistance (USAID/OFDA) does not have baseline data. Its targets are therefore estimates, and, USAID/OFDA will update it based on the results of the first annual reporting period.

Indicator Methodology

The numerator will be the number of NGO proposals received by USAID/OFDA that include protection mainstreaming; the denominator will be the total number of NGO proposals received by USAID/OFDA. The data source for this indicator will be a USAID internal proposal-tracking database.

Performance Goal 3.4.5: Timely Humanitarian Response

Performance Goal Statement: Through 2022, timely contributions to emergency appeals ensure humanitarian international organizations respond rapidly to the urgent needs of refugees and other populations of concern by maintaining the percentage of United Nations High Commissioner for Refugees (UNHCR) Supplementary Appeals and ICRC Budget Extension Appeals the U.S. commits funding to within three months. (State)



Strategic Goal 3: Promote American Leadership through Balanced Engagement

Performance Goal Overview/Progress Update

A goal of the U.S. Government's emergency response is to support partners to provide populations of concern with protection and life-saving assistance according to international standards from the outset of a crisis; to ensure aid providers have the training and resources to work effectively in uncertain environments; and to contribute resources in close coordination with the international community and other first-responders to avoid gaps or duplication. Ensuring effective emergency response has always been at the core of the Department's PRM mandate of protecting lives and providing life-sustaining assistance. The Department premises its emergency response on providing rapid funding to organizations that can operate in even the most-dangerous areas where official Americans cannot travel, deploying small numbers of trained staff to provide humanitarian expertise at U.S. missions in crisis-affected areas, and collecting information and coordinating with relief agencies and other donors so that policy and program decisions flow from the best information available and a solid understanding of the situation on the ground.

As part of an emergency response, the U.S. Government's timely support to the UNHCR and the International Committee of the Red Cross (ICRC) allows these partners to respond to unforeseen needs that might arise that require increased humanitarian action and provide populations of concern with uninterrupted protection and life-saving assistance. The Department's humanitarian assistance programs aim to save lives and ease the suffering of refugees, stateless persons, vulnerable migrants, conflict victims, and internally displaced persons. PRM-funded assistance programs are designed to identify and protect the most-vulnerable within affected populations, such as single heads of households, children, the elderly, and the disabled, to ensure they have equal access to life-sustaining goods and services.

Key Indicator: Percentage of UNHCR Supplementary Appeals and ICRC Budget Extension Appeals that PRM commits funding to within three months

	FY 2015	FY 2016 Baseline	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	100%	100%
Actual	N/A	100%	100%		

Indicator Analysis

This indicator demonstrates how the U.S. Government's timely contributions to emergency appeals ensure humanitarian international organizations respond rapidly to the urgent needs of refugees and other populations of concern. This links to the intended outcome that U.S. Government funding to partners provides populations of concern with protection and life-saving assistance according to international standards from the outset of a crisis. FY 2017 was the first year PRM reported on this



Strategic Goal 3: Promote American Leadership through Balanced Engagement

indicator. PRM met its 2017 target of 100 percent, consistent with the FY 2016 baseline of 100 percent. PRM will continue its timely contributions to emergency appeals to ensure humanitarian international organizations respond rapidly to the urgent needs of refugees and other populations of concern.

Indicator Methodology

Data sources include the PRM Budget Team, PRM's internal funding-tracking system, PRM's Funding Policy, and Program Review Committee electronic records. The numerator is the number of UNHCR Supplementary Appeals and ICRC Budget Extension Appeals to which PRM commits funding within a three-month window in a 12-month Fiscal Year period; the denominator is the total number of UNHCR Supplementary Appeals and ICRC Budget Extension Appeals made that PRM selects to fund during the 12-month Fiscal Year period.

External reasons outside of PRM's control could result in an appeal response time that is longer than three months.

Performance Goal 3.4.6: Humanitarian Assistance

Performance Goal Statement: By 2022, the United States will increase the timeliness and effectiveness of responses to U.S. government-declared international disasters, responding to 95 percent of disaster declarations within 72 hours and reporting on results. (USAID)

Performance Goal Overview/Progress Update

The JSP explains that the Department and USAID will support needs-based humanitarian assistance through multi-sectoral programs that provide relief from crises, conflicts, and natural disasters. Collaboration with donors and host countries will help identify solutions to displacement, protect populations at risk, reduce the risk of disasters, and foster resilience. USAID/OFDA is the U.S. Government's lead federal coordinator for international disaster response. The Office's mandate is to save lives, alleviate human suffering, and reduce the social and economic impacts of disasters worldwide. Responding efficiently to disasters is critical for USAID/OFDA to implement its mandate. As such, this performance goal aims to ensure that USAID/OFDA continues to respond to disasters rapidly and efficiently.

Key Indicator: Percent of disaster declarations responded to within 72 hours

	FY 2015	FY 2016	FY 2017 Baseline	FY 2018	FY 2019
Target	N/A	N/A	N/A	95%	95%
Actual	88%	100%	96% (partial)		



Strategic Goal 3: Promote American Leadership through Balanced Engagement

Indicator Analysis

USAID/OFDA's mandate is to save lives, alleviate human suffering, and reduce the social and economic impact of disasters worldwide. When a U.S. Ambassador declares a disaster, it is critical that USAID/OFDA respond efficiently. This indicator measures efficiency in responses.

The result reported for FY 2017 includes data from only one quarter of FY 2017. USAID/OFDA reported on this indicator regularly in FY 2015 and FY 2016. USAID/OFDA will compile its complete FY 2017 data related to this indicator.

Indicator Methodology

USAID/OFDA will source data from 1) an internal program-management database that keeps a record of official cables; 2) Senior Management Team notification of the deployment of a Disaster-Assistance Response Team or the activation of another assistance team; and 3) Information Support Unit records of a disaster declaration. Document review will provide the needed information.

Performance Goal 3.4.7: Improve Accountability and Effectiveness through Grand Bargain Implementation

Performance Goal Statement: By 2019, the United States will identify and pursue key changes by major implementing partners the U.S. believes are required to improve accountability and effectiveness, and create operational and managerial costs savings in humanitarian responses as outlined in the Grand Bargain. (State and USAID)

Performance Goal Overview/Progress Update

The Grand Bargain, launched at the 2016 World Humanitarian Summit, brings together more than 50 donors, UN Agencies, and NGOs to form a package of reforms to make humanitarian financing and assistance more effective. It continues to provide value as a unique platform for policy discussions across UN agencies, donors, NGOs, and the Red Cross, and to be an important agreement for improving the effectiveness and efficiency of the humanitarian system. However, its diverse membership coupled with its voluntary nature and the consensus-based approach to promoting its implementation has limited the impact of the Grand Bargain to realize significant efficiency gains to date. Given the inconsistent action on the part of Grand Bargain signatories to implement commitments, the USG will execute a 2018 Grand Bargain Strategy to reenergize efforts at a collective, global level as well as targeted engagement of individual agencies and donors. This Grand Bargain Strategy will be a central, but not exclusive, element of the UN Humanitarian Reform efforts identified by the USG's Humanitarian Policy Working Group (HPWG) — which includes the Department, USAID, and the U.S. Mission to the United Nations — for 2018. This performance goal is intended to track progress toward implementing reforms aimed at improving accountability and effectiveness as outlined in the Grand Bargain.



Strategic Goal 3: Promote American Leadership through Balanced Engagement

Key Indicator: Percentage of targeted implementing partners with completed benchmark plans

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	50%	80%
Actual	N/A	N/A	N/A		

Indicator Analysis

This indicator is a new indicator for USAID. Therefore, the target is an estimate, and the Agency will update it after analyzing and reporting data in the first year.

Indicator Methodology

The data source for this indicator will be a new tracker created by the HPWG to track the progress of implementing parts toward completion of a benchmark plan related to the Grand Bargain.



Strategic Goal 4: Ensure Effectiveness and Accountability to the American Taxpayer

Strategic Objective 4.1: Strengthen the effectiveness and sustainability of our diplomacy and development investments

Strategies for Achieving the Objective/Strategic Objective Progress Update

The Department of State's MfR Framework and the USAID Program Cycle are foundational to making diplomatic engagement activities and development investments effective, efficient, and sustainable. These frameworks for strategic planning, budgeting, and program-management set the stage for strategic alignment of resources and evidence-based diplomacy and development.

The Department and USAID conduct joint strategic planning for Regional Bureaus, which, in turn, informs country-level strategic planning. Each Department of State functional Bureau develops a strategic plan for coordination across regions and countries. All embassies have an ICS in place, and, as of 2017, USAID OUs completed 63 CDCSs, which represent the majority of USAID Missions.²² The sustainability of our investments depends on results produced and valued by partner countries. Therefore, we will give precedence to local priorities and local implementers in regional and country strategic planning that aligns with American interests.

The Department and USAID will evaluate programs to learn what is working well and where there is a need to adapt to maximize effectiveness. All foreign-assistance evaluation reports will continue to be publicly available on USAID²³ and Department²⁴ websites. Ancillary to these efforts is the creation of USAID's Development Information Solution (DIS), a unified portfolio-management system designed to better manage USAID's data, facilitate evidence-based decision-making, and enable USAID to improve reporting on the results of its activities.

The Department and USAID will develop training and provide guidance to enable Bureaus and overseas Missions to more clearly define their programmatic goals, describe how our investments will help achieve them, and conduct robust monitoring and evaluation to determine results and strengthen accountability. This guidance will be available online, and will communicate to the American public the processes in place to ensure good management of taxpayer resources.²⁵

We will increase the efficiency and effectiveness of procuring services through contracts, support partners with grants and cooperative agreements, and increase our use of innovative and flexible instruments that allow for co-creation and payment for performance. The Department and USAID will streamline their acquisition and assistance processes, deploy the State Assistance-Management System across the Department, create innovative approaches to improve core operations, increase stakeholder engagement, and enhance the capabilities of our workforce. The Department of State and

²² Country Development Cooperation Strategies <https://www.usaid.gov/results-and-data/planning/country-strategies-cdcs>

²³ Development Experience Clearinghouse: <https://dec.usaid.gov/dec/home/Default.aspx>

²⁴ Foreign Assistance Evaluations: <https://dec.usaid.gov/dec/home/Default.aspx>

²⁵ State: <https://www.state.gov/f/tools/> and USAID: <https://usaidlearninglab.org/mel-toolkits>



Strategic Goal 4: Ensure Effectiveness and Accountability to the American Taxpayer

USAID will improve existing grant-management systems to include performance-management capabilities, streamlined communication, oversight, and coordination with grant recipients.

Cross-Agency Collaboration

The Department and USAID collaborate with government institutions, private-sector partners, national and international aid transparency and oversight groups, and civil society organizations in partner countries to gain valuable external perspectives and new ideas about how we conduct our work. We meet with Congressional stakeholders to discuss proposed budgets and approaches to delivering on our missions as well as the status of pending legislation and our implementation of new laws, that affect effectiveness and efficiency.

Performance Goal 4.1.1 Increase the Use of Evidence to Inform Decisions

Performance Goal Statement: By 2022, increase the use of evidence to inform budget, program planning and design, and management decisions. (State and USAID)

Performance Goal Overview/Progress Update

Across the Federal Government, focus on accountability for achieving results and being good stewards of taxpayer dollars continues to grow, as evidenced by the 2016 passage of the Program Management Improvement Accountability Act and the Foreign Aid Transparency and Accountability Act of 2016 (FATAA). These laws codified several best practices in designing programs and projects, monitoring, evaluation, and use of data in decision-making that were already underway at State and USAID. State and USAID set a strong foundation for performance-management with the Department's MfR Framework and the USAID Program Cycle. Both organizations will leverage this legislation to further the work already underway.

State recently codified a comprehensive policy for Program Design and Performance Management (PD/PM), and its accompanying guidance. It also produced a PD/PM Toolkit with templates, and training to assist Bureaus in implementing the policy. The Bureau for Budget and Planning (BP) and F are leading implementation and technical assistance. These offices aligned key implementation milestones to meet key milestones in the Foreign Aid Transparency and Accountability Act (FATAA). Once fully implemented, Bureaus will document program and project alignment to broader applicable strategies, and conduct situational analysis. Bureaus will also establish 1) program or project level goals and objectives; 2) logic models; and 3) a performance-management plan for monitoring, evaluation, and using data. To address the challenge of successfully reaching and providing technical assistance to every Bureau, F and BP have dispatched technical assistants to Bureaus, established a PD/PM Community of Practice (CoP) to complement the ongoing Evaluation CoP, and developed comprehensive classroom training. The Office of the Inspector General has also been engaged to assist with oversight of policy implementation.



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USAID will improve the use of evidence to inform budget and program-management decisions, and ensure learning applies to adapt programs and achieve results. USAID will implement FATAA through requirements in its Program Cycle Operational Policy (ADS 201) and will build the capacity of Agency staff and partners to design and manage monitoring and evaluation practices that are in line with best practices.

Key Indicator: Percentage of completed foreign assistance (FA) and diplomatic engagement (DE) evaluations used to inform management and decision making

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	FA and DE: N/A	FA and DE: N/A	FA and DE: N/A	FA: TBD DE: 95%	FA: TBD DE: 95%
Actual	FA: N/A DE: 89% (25 out of 28 completed evaluations met intended use)	FA: N/A DE: 94% (17 out of 18 completed evaluations met intended use – preliminary results)	FA: N/A DE: 100% (14 out of 14 completed evaluations met intended use – preliminary results)		

Indicator Analysis

State and USAID continue to emphasize using evaluations for improving performance and decision support. As part of that effort, State and USAID ensure that evaluation questions, once answered, will provide actionable recommendations and information to inform decisions. USAID estimates that approximately 55 percent of foreign-assistance evaluations completed in FY 2016 (the most recent data available) were used for management and decision-making as defined for this indicator.

Indicator Methodology

Data for this indicator is sourced from the Evaluation Registry for Foreign Assistance-funded evaluations and the Evaluation Management System for Diplomatic Engagement-funded evaluations. For the Registry, the methodology of establishing the percentage is to divide the number of completed foreign assistance evaluations in a given Fiscal Year by State and USAID that report the evaluation having an instrumental use (one of six options for reporting intended use) by the total number of completed foreign assistance evaluations that Fiscal Year. This option is only available for evaluations entered into the Evaluation Registry in FY 2018. As a result, it may take two cycles before complete



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data are available, since many evaluations currently being completed would not have noted instrumental use in the system.

For the Evaluation Management System, the methodology of establishing the percentage is to divide the number of completed diplomatic engagement-funded evaluations in a given Fiscal Year that meet or exceed the intended use by the total number of completed Diplomatic Engagement-funded evaluations that Fiscal Year.

Due Date: Fiscal Year and Quarter	Milestone	Anticipated Barriers or Other Issues Related to Milestone Completion
Applicable State Bureaus and Independent Offices will be in compliance with each implementation milestone of the Department's Program Design, Monitoring and Evaluation Policy:		
FY 2018, Q3	By June 29, 2018: All applicable State Bureaus and independent offices have identified their major programs	While the Department has a strong foundation for PD/PM, execution of these practices range across Bureaus, and while each Bureau has a Bureau Evaluation Coordinator, there is no established cadre of personnel within each Bureau at State specifically trained in or tasked with overall PD/PM responsibilities. F and BP will face a challenge to socialize the policy fully across leadership and staff level implementers, gain buy-in, and fully execute every aspect of the policy across all Bureaus. The establishment of a PD/PM CoP, a new four-day classroom training course, and ongoing provision of technical assistance will aid in the effort, but this is a Department-wide culture and staffing change that will take years to fully mature even after the first compliance milestones are met. Over time, however, PD/PM practices should take root and continue to grow and improve.
FY 2019, Q2	By February 28, 2019: All applicable Bureaus and independent offices have completed logic models for all of their major programs	
FY 2020, Q3	By June 2020: All applicable Bureaus and independent offices have established monitoring and evaluation plans that identify relevant indicators, and possible opportunities for evaluation of their major programs	

Strategic Goal 4: Ensure Effectiveness and Accountability to the American Taxpayer

Performance Goal 4.1.2: Engagement with Local Partners

Performance Goal Statement: By 2022, increase engagement with local partners to strengthen their ability to implement their own development agenda. (USAID)

Performance Goal Overview/Progress Update

Self-reliance is a critical component of development, and ensures the sustainability of our investments. Engagement of local actors, including host-country governments, CSOs, and the private sector, is integral to furthering partner countries' journey to self-reliance so they can manage and finance their own development interests. This results in more private enterprise-driven solutions and stronger in-country capacity for leading development solutions by mobilizing domestic resources. Local priorities, to the extent that they align with U.S. Government interests, should be a part of a country's shared development agenda.

Key Indicator: Percent of completed foreign assistance evaluations with a local expert as a member of the evaluation team

	FY 2015	FY 2016 Baseline	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	50%	53%
Actual	N/A	49%	TBD		

Indicator Analysis

This process indicator captures multiple elements of local ownership. It illustrates the degree to which missions are integrating local actors and experts into the monitoring and evaluation process of the Program Cycle. Including local actors demonstrates USAID's commitment to having local perspectives and values included in the evaluation of its programs. This is an important aspect to improving sustainability and including local priorities in USAID programs. Finally, including local actors in evaluations is a capacity-building intervention. Increased use of local actors strengthens the knowledge and expertise of local evaluation communities, which provides improved evaluation services to local development actors.

USAID defines this indicator as any USAID-commissioned evaluation for which any individual indigenous to the country or region of the evaluation with evaluation or sector expertise participated on the evaluation team, either as a team member or team leader. FY 2016 is the baseline year for this indicator, as it was not previously collected on a corporate level. For FY 2016, 49 percent of teams reported having a local expert. The indicator is linked to the JSP goal because it illustrates the degree



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to which Missions are integrating local actors and experts into the monitoring-and-evaluation process of the program cycle.

Indicator Methodology

The data source is the Evaluation Registry in the Foreign Assistance Coordination and Tracking System. OUs individually report the evaluations they plan, have ongoing, have completed in the Evaluation Registry. Data in the Registry can be updated on an ongoing basis but is reviewed and validated annually, along with the rest of the data in the PPR. The misreporting of evaluations or misreporting whether a local expert is part of the evaluation team.

Programs that foster locally led development do so in a manner that is specific to the local context, the actors and organizations on the ground, and the specific sectors in which a Mission works. The results that Missions achieve through programs that promote local ownership are difficult to aggregate into one Agency-wide indicator, and they cannot be easily compared across countries.

USAID has prioritized data that can be retrieved from existing systems in the development of new indicators. The use of existing systems relieves field staff from additional reporting burdens and provides data sourced from proven and well-tested collection methods.

Performance Goal 4.1.3 (Agency Priority Goal): Procurement Reform

Performance Goal Statement: By September 30, 2019, USAID will have increased the utilization of collaborative partnering methods and co-creation within new awards by dollars and percentage of procurement actions (to be determined after baselines established in FY2018). (USAID)

Performance Goal Overview/Progress Update

USAID will increase the efficiency and effectiveness of procuring services through contracts and supporting partners with grants and cooperative agreements. It will also increase its use of innovative and flexible instruments that allow for co-creation and payment for performance. USAID will streamline acquisition and assistance (contracting and grant-making) processes. It will also create innovative approaches to 1) improve core operations; 2) increase engagement with stakeholders; and 3) enhance the capabilities of its workforce. The Agency will improve our existing grant-management systems to include performance-management capabilities, streamlined communication, oversight, and coordination with recipients of grants and contracts.



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Key Indicator: Measure the increased use of collaboration and co-creation methods of new awards by the Agency

	FY 2018 Q1	FY 2018 Q2	FY 2018 Q3	FY 2018 Q4	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4
Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Actual								

USAID's Management Bureau, Office of Acquisition and Assistance (M/OAA) will create indicator and targets in FY 2018 and report in FY 2019.

Key Indicator: Measure the increased use of new partners by the Agency

	FY 2018 Q1	FY 2018 Q2	FY 2018 Q3	FY 2018 Q4	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4
Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Actual								

M/OAA will create indicator and targets in FY 2018 and report in FY 2019.

Key Milestones:

Due Date: Fiscal Year and Quarter	Milestone	Anticipated Barriers or Other Issues Related to Milestone Completion
FY 2018, Q2	<ul style="list-style-type: none"> Study and assess methods to measure and achieve improved outcomes (increased use of collaboration and co-creation approaches) Adapt working definitions for planned quantitative indicators (on collaboration/co-creation) and partner diversification) based on input from external partner engagement 	TBD

Strategic Goal 4: Ensure Effectiveness and Accountability to the American Taxpayer

Due Date: Fiscal Year and Quarter	Milestone	Anticipated Barriers or Other Issues Related to Milestone Completion
FY 2018, Q3	<ul style="list-style-type: none"> Finalize data collection methods. Determine baseline and modify automated systems to collect data Adapt working definitions for planned quantitative indicators (on collaboration/co-creation and partner diversification) based on input from USAID internal working groups and field missions 	TBD
FY 2018, Q4	<ul style="list-style-type: none"> Conduct training for Agency staff to achieve targets based on new policy direction Examine results and finalize baseline for co-creation and collaboration methods in FY 2018 	TBD
FY 2019, Q1	Implement new approach. Indicator definition and baseline established	TBD
FY 2019, Q2	Monitor and make necessary adjustments. Collect lessons learned	TBD
FY 2019, Q3	Progress assessment	TBD
FY 2019, Q4	Finalize results. Collect lessons learned and “best practices”	TBD

Please refer to www.Performance.gov for more information on this APG, including the latest quarterly progress update.

Performance Goal 4.1.4 (Agency Priority Goal): Category Management

Performance Goal Statement: By September 30, 2019, meet or exceed federal targets for Best-In-Class (BIC) contract awards. (State and USAID)



Strategic Goal 4: Ensure Effectiveness and Accountability to the American Taxpayer

Performance Goal Overview/Progress Update

One of the overall goals of Category Management (CM) is to increase Spend-Under-Management (SUM). There are three tiers of solutions that fall under the broad umbrella of SUM: Tier 1, Tier 2, and Best in Class (BIC).

The Office of Management and Budget (OMB) has designated BIC contracts as preferred as they are used Government-wide, and can provide the best savings and availability. These contracts have been pre-vetted, and are mature and market-proven:

- Tier 2 contracts are well-managed and have cross-Agency collaboration occurring; and
- Tier 1 contracts are also well-managed, and Agency-wide strategies exist.

OMB determines the Tier by rating the following attributes:

1. Leadership;
2. Strategy;
3. Data;
4. Tools; and
5. Metrics.

OMB Memo 17-22 Comprehensive Plan for Reforming the Federal Government and Reducing the Federal Civilian Workforce, is the guidance specific to describing and highlighting the need for CM.

OMB also emphasized CM as early as October 16, 2015, with the OMB Memo, "Category Management Policy 15-1: Improving the Acquisition and Management of Common Information Technology: Laptops and Desktops."

The Department of State will assess its global contract inventory to determine the extent to which BIC contract vehicles can meet overseas requirements.

Key Indicator: Percentage of addressable contract dollars awarded to Best in Class vehicles (State)

	FY 2018 Q1	FY 2018 Q2	FY 2018 Q3	FY 2018 Q4	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4
Target	N/A	N/A	N/A	35%	N/A	N/A	N/A	N/A
Actual								



Strategic Goal 4: Ensure Effectiveness and Accountability to the American Taxpayer

Key Indicator: Percentage of addressable contract dollars awarded to Best in Class vehicles (USAID)

	FY 2018 Q1	FY 2018 Q2	FY 2018 Q3	FY 2018 Q4	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4
Target	N/A	N/A	N/A	35%	N/A	N/A	N/A	N/A
Actual								

Key Indicator: Percentage of contract dollars awarded to contract vehicles designated as Spend Under Management (State)

	FY 2018 Q1	FY 2018 Q2	FY 2018 Q3	FY 2018 Q4	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4
Target	N/A	N/A	N/A	18.06%	N/A	N/A	N/A	N/A
Actual								

Key Indicator: Percentage of contract dollars awarded to contract vehicles designated as Spend Under Management (USAID)

	FY 2018 Q1	FY 2018 Q2	FY 2018 Q3	FY 2018 Q4	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4
Target	N/A	N/A	N/A	72%	N/A	N/A	N/A	N/A
Actual								

Strategic Goal 4: Ensure Effectiveness and Accountability to the American Taxpayer

Key Milestones: (State)

Due Date: Fiscal Year and Quarter	Milestone	Anticipated Barriers or Other Issues Related to Milestone Completion
FY 2018, Q2	<ul style="list-style-type: none"> Conduct Annual Spend Analysis and Opportunity Assessment including FY 2017 figures Conduct semiannual Category Management Council meeting with representatives from across State to review spend analysis, opportunity assessment, BIC/SUM Goals, and to set Department-specific initiatives 	N/A
FY 2018, Q3	Assess Business Forecast for State future acquisitions over \$50 million and \$100 million to identify key opportunities to improve SUM/BIC usage	N/A
FY 2018, Q4	Conduct semiannual Category Management Council meeting to assess progress against baseline and target goals for both BIC and total SUM for FY 2018. Coordinate with OMB regarding target and goal attainment	N/A
FY 2019, Q1	Work with OMB to establish new goals or changes for goals and targets for FY 2019	N/A
FY 2019, Q2	<ul style="list-style-type: none"> Conduct semiannual Category Management Council Meeting with representatives from across State to review spend analysis, opportunity assessment, BIC/SUM Goals, and set Department-specific initiatives Increase CM outreach efforts to include two major engagement opportunities (e.g., acquisition management (AQM) “brown bags,” lessons learned events, etc.) 	N/A

Strategic Goal 4: Ensure Effectiveness and Accountability to the American Taxpayer

Due Date: Fiscal Year and Quarter	Milestone	Anticipated Barriers or Other Issues Related to Milestone Completion
FY 2019, Q3	<ul style="list-style-type: none"> Identify and engage with each major acquisition organization within State to increase CM awareness for FY 2020 planning Increase CM outreach efforts to include two major engagement opportunities (e.g. AQM “brown bags,” lessons learned events, etc.) 	N/A
FY 2019, Q4	Conduct semiannual Category Management Council meeting to assess progress against baseline and target goals for both BIC and total SUM for FY 2019. Coordinate with OMB regarding target and goal attainment	N/A

Key Milestones: (USAID)

Due Date: Fiscal Year and Quarter	Milestone	Anticipated Barriers or Other Issues Related to Milestone Completion
FY 2018, Q1	Conduct webinar on CM for procurement personnel	Completed
FY 2018, Q2	Assess Business Forecast for USAID future acquisitions over \$50 million to identify key opportunities to address spending	Completed
FY 2018, Q3	Complete access and training for USAID staff for CM and its application	N/A
FY 2018, Q4	Assess status against baseline and target goals for both BIC and total SUM for FY 2018. Coordinate with OMB regarding target and goal attainment	N/A

Strategic Goal 4: Ensure Effectiveness and Accountability to the American Taxpayer

Due Date: Fiscal Year and Quarter	Milestone	Anticipated Barriers or Other Issues Related to Milestone Completion
FY 2019, Q1	Work with OMB to establish new or changes to goals and targets for FY 2019	N/A
FY 2019, Q2	Increase CM outreach efforts to include four major engagement opportunities (e.g. acquisition and assistance “brown bags,” lessons learned events, etc.)	N/A
FY 2019, Q3	Identify and engage with each major acquisition organization within USAID to increase CM awareness for FY 2020 planning	N/A
FY 2019, Q4	End-of-year measures collected. Assess status against FY 2019 baseline and targets	N/A

Please refer to www.Performance.gov for more information on this APG, including the latest quarterly progress update.

Strategic Objective 4.2: Provide modern and secure infrastructure and operational capabilities to support effective diplomacy and development

Strategies for Achieving the Objective/Strategic Objective Progress Update

State and USAID will promote and share services where appropriate to deliver cost-effective and customer-focused services and products. Informed by analysis grounded in data, State and USAID will consolidate (where appropriate), and improve logistics. Improving the quality of data will be a priority. We will increase data-quality-assurance measures, such as enforcing enterprise data standards, conducting periodic quality audits to assess the validity of data, and mitigating the root causes of systemic errors.

The Department and USAID will prioritize cloud-based tools for collaboration, and web-based systems that improve the accessibility of timely, relevant data to staff and decision makers. Wireless access to data will enhance productivity within State and USAID Offices. To facilitate centralized control of Information-Technology (IT) resources, the Department will improve the governance processes to ensure its Chief Information Office (CIO) is positioned to meet legislative requirements for control over Department-wide IT spending and systems — an effort that has already occurred at USAID. Tiered



Strategic Goal 4: Ensure Effectiveness and Accountability to the American Taxpayer

trust security will allow access to data based on the level of trust established by user identification, device, and location. The Department and USAID will modernize legacy systems and software, which will include efforts to reduce the number of disjointed data warehouses. Employing business-intelligence tools will allow the aggregation, analysis, research, and evidence-based assessment of U.S. foreign-policy and development work for data scientists.

State will continue to expand and improve its global supply chain platform, the Integrated Logistics Management System (ILMS). We will train more staff at posts to use ILMS to reduce their use of resources, monitor for fraud, and streamline logistics and procurement processes. The Department may develop new ILMS modules to expand posts' capabilities further, for example by producing new types of reports that analyze different data. Other agencies have shown interest in using this logistics platform. We will encourage them to participate in this shared service, which would reduce costs to each agency. However, the inability to conduct pilot tests, site visits, and training could potentially hinder the Department's ability to expand the ILMS platform and gain the efficiencies that come from it.

Cross-Agency Collaboration

OMB, the House Oversight and Government Reform (HOCR) Committee, foreign-affairs Departments and Agencies that operate under Chief of Mission authority overseas, and the American public and businesses rely on accurate Department and USAID data.

Performance Goal 4.2.1: Improved Capacity to Manage Development and International Assistance

Performance Goal Statement: By 2022, provide USAID staff access to integrated and accurate foreign-assistance portfolio data to better assess performance and inform decision-making. (USAID)

Performance Goal Overview/Progress Update

USAID will provide a unified portfolio-management system used by every USAID Mission, Bureau, and Independent Office. Once fully deployed, the DIS will enable USAID to have a comprehensive view of all development activities. DIS will meet the Agency's demand for streamlined operational and data-management support, and allow USAID staff to accomplish the following:

- Provide a cohesive story about USAID's activities;
- Reduce the data-management burden;
- Facilitate the analysis of data and evidence-based decision-making;
- Support adaptive management; and
- Streamline reporting.

The project plan includes five distinct work streams (WS):

- Work Stream 1: Performance Management;



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- Work Stream 2: Budget Planning and Monitoring;
- Work Stream 3: Project-Management and Procurement-Planning;
- Work Stream 4: Portfolio Viewer; and
- Work Stream 5: Development Data Library.

Key Indicator: Number of Operating Units Adopting DIS

	FY 2015	FY 2016	FY 2017	FY 2018 Baseline	FY 2019
Target	N/A	N/A	N/A	7	40
Actual	N/A	N/A	N/A		

Indicator Analysis

The success of the DIS project depends on Agency-wide deployment and adoption to provide USAID with a comprehensive view of all development activities. The larger the adoption rate among OUs, the more comprehensive and insightful the portfolio data will become. The Office of the CIO will deploy project modules as they become available, on a rolling basis, based on the project's deployment strategy and plan. The CIO will track the number of OUs that adopt DIS regularly, but report it annually for each Fiscal Year, broken down to a more-granular level by module.

Indicator Methodology

USAID revised its schedule for the DIS in early 2018, and created estimates of deployment to OUs based on an accelerated project timeline. The schedule for deployment of each module depends to a degree on the development milestones reached and successful deployment and adoption activities. An OU is considered to have adopted DIS once deployment activities such as data-migration, user-training, and OU guidance to staff are complete.

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Key Milestones:

Due Date: Fiscal Year and Quarter	Milestone	Anticipated Barriers or Other Issues Related to Milestone Completion
FY 2018, Q3	<ul style="list-style-type: none"> First release of WS1 Performance Management Agency pilot of WS5 Development Data Library AIDTracker+ is decommissioned 	N/A
FY 2018, Q4	<ul style="list-style-type: none"> Second release of WS1 Performance Management First release of WS2 Budget Planning and Monitoring First Release (beta) of WS5 Development Data Library 	N/A
FY 2019, Q1	<ul style="list-style-type: none"> WS5 Development Data Library customization based on partner engagement and beta release feedback 	N/A
FY 2019, Q2	<ul style="list-style-type: none"> Second release WS5 Development Data Library Third release of WS1 Performance Management Second release of WS2 Budget Planning & Monitoring OPS Master tool decommissioned. 	N/A
FY 2019, Q3	<ul style="list-style-type: none"> First release of Portfolio Viewer First release of WS3 Project Management and Procurement Planning A&A Plan decommissioned 	N/A
FY 2019, Q4	<ul style="list-style-type: none"> Second release of WS3 Project Management and Procurement Planning Final release of WS4 Portfolio Viewer 	N/A

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Performance Goal 4.2.2: Expand and Leverage Logistics Analytics Capabilities

Performance Goal Statement: By 2022, establish a plan to expand and leverage analytics capabilities of the Department's integrated global logistics systems to drive data-informed decisions, efficiencies, and/or improved accountability in the supply chain. (State)

Performance Goal Overview/Progress Update

The Department's ILMS analytics leverages transactional data to enable data-driven decision-making for State supply chain managers. Through logistics business intelligence delivered to posts via key service metrics, ILMS has already achieved an estimated annual cost savings of \$14.5 million in operations and maintenance costs and helped reduce prompt payment penalties by \$1 million a year. Using business intelligence reports generated in ILMS, posts have achieved an \$11 million reduction in expendables inventory and saved \$22 million in disposed vehicles that were not replaced. By expanding and leveraging its analytical capabilities, the Department can derive additional benefits from streamlining processes, reducing data entry, and eliminating cuff systems, enabling personnel to engage in more value-added activities.

A top priority for successful post operations (and a continuing requirement as the Department increases use of such technology in the workplace) is deployment of new ILMS modules and continued training support for posts. State's training programs teach users in the field to manage the end-to-end supply chain across each General Services Officer portfolio using key ILMS reports and data analytics and highlight important policies for managing procurements and assets. Training is offered through online tutorials, webinars, formal classroom offerings with the Foreign Service Institute (FSI), domestic outreach to regional executive offices, and customized on-site training for posts most in need. Any reduction in funding to maintaining a robust training agenda increases the risk to posts in achieving the full breadth of benefits of associated with ILMS analytics capabilities.

Continuation of the ILMS Analytics Data Forensics is currently unfunded in FY 2018/2019 due to budget cuts and also represents an additional risk to the program. Pending funding availability, the ILMS Analytics Data Forensics program could expand to investigate trends in Department procurements. This program would examine global historical purchases to identify trends and targeted areas for further review of anomalous behavior, such as 1) vendor-Procurement Agent relationships; 2) price trends and thresholds; and 3) vendor behaviors. Results of the risk assessment would be used to 1) inform training policies; 2) identify improvements in internal management controls; and 3) combat fraud at post. In addition to procurement, ILMS could perform a similar statistical analysis to identify anomalies in fuel operations overseas, a historic area of vulnerability for oversight.



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Key Indicator: Supply Chain Cost Savings

	FY 2015	FY 2016 Baseline	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	\$10 million	\$10 million
Actual	N/A	\$10.1 million	\$6.2 million		

Indicator Analysis

In 2014, the Department began developing models for data-driven metrics designed to provide posts with business intelligence tools. These tools were designed to improve efficiencies and strengthen management controls in supply chain operations. The Department also began developing an Inventory Optimization (IO) module, which it deployed to posts in FY 2016 and FY 2017.

To date, State has developed dashboards and reports containing numerous indicators for property, expendables, fleet, and shipping operations. These indicators have significantly strengthened management controls, allowing posts to improve business processes and avoid or lower costs. The Department has also deployed the IO module to 84 posts. To ensure posts understand and utilize these metrics, the Department provides training and conducts on-site support and post tune-ups upon request.

Budget reductions in FY 2017 and beyond have reduced the ability to conduct post outreach, therefore limiting future cost savings benefits.

Indicator Methodology

Data source: State will use the ILMS high-performance analytic appliance data warehouse, which is replicated daily from the ILMS transactional databases.

Data quality: The Department's use of metrics improves data quality by identifying erroneous transactions such as trip tickets where mileage driven information may have been entered incorrectly. The Department highlights these transactions for posts. The corrected data results in more accurate International Cooperative Administrative Support Services billing and the ability to make better informed business process decisions.



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Performance Goal 4.2.3: Implement key elements of the Federal Information Technology Acquisition Reform Act (FITARA)

Performance Goal Statement: By 2022, the Department will fully implement the key elements of FITARA, including IT Acquisitions oversight, IT Budget oversight, and IT Workforce competency. (State)

Performance Goal Overview/Progress Update

FITARA established three key elements of oversight authority under the CIO, including Department-wide IT acquisitions, IT budget, and IT workforce. The CIO, in coordination BP, Administration (A Bureau), Comptroller Global Financial Management (CGFS), Human Resources (HR), and FSI, has developed a plan to implement FITARA.

Implementation of this plan will enhance the management of IT across the Department and strengthen the authorities, responsibilities, and accountability of the Department's CIO. Giving the CIO greater authority and responsibility over IT decisions, management services, and security will increase transparency, accountability, and the CIO's ability to appropriately address duplicative systems and ensure that IT investments are sound and are resulting in systems that efficiently and effectively deliver mission aligned business capabilities.

The Department will continue to evolve its policies, processes, systems, and operations to ensure that the principles outlined in FITARA and implemented at the Department will result in the effective and efficient delivery of IT Department-wide. Responsibility for implementing FITARA extends beyond the CIO, who is committed to working with BP, A, HR, CGFS, and FSI. The principles and initiatives outlined in the FITARA implementation plan include measuring three key indicators associated with monitoring this goal.

Key Indicator: Percent of IT procurements reviewed and approved by the Department CIO that are aligned to specific IT Investment through the Department's Capital Planning and Investment Control (CPIC) process

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	40%	60%
Actual	N/A	N/A	N/A		

Indicator Analysis

FITARA established three key elements of oversight authority under the Department's CIO, including Department-wide IT acquisitions, IT budget, and IT workforce. As such, one of the areas that the



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Department needs to focus its improvements on is IT acquisition oversight and alignment to IT investments.

The Department will aim to increase the percentage of IT acquisitions linked to a Capital Planning and Investment Control (CPIC) IT Investment and approved through the Office of the CIO (OCIO) IT acquisition review and approval process. This is a new indicator, so the baseline will be established in FY 2018.

Indicator Methodology

Data source: The data for this indicator will come from the newly established OCIO acquisition review and approval process and the investment data in iMatrix. A baseline will be established in FY 2018 representing the first year the OCIO will have reviewed a full year of IT acquisitions.

Data quality: The Department is working closely with BP, Acquisition Management (AQM), and functional/regional Bureaus to scrutinize and monitor the information of these data sources to ensure integrity. At the end of FY 2018, the Department will establish a new baseline for IT Budget and Acquisition based on its newly established review of IT acquisitions across the department for expenditures over \$10,000. This new baseline will be critical to assessing progress against these FITARA initiatives at the Department. In addition, the Department will continue to validate these data sources using an external data source (USA Spend.Gov), and will work closely with FSI and HR to capture and report on IT workforce competencies.

Key Indicator: Percent of fund sources the Department CIO has direct review and oversight of

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	50%	75%
Actual	N/A	N/A	N/A		

Indicator Analysis

FITARA established three key elements of oversight authority under the Department's CIO, including Department-wide IT acquisitions, IT budget, and IT workforce. As such, one of the areas that the Department needs to focus its improvements on is IT budget prioritization and oversight of all fund sources; the Department will increase the number of fund sources over which the CIO has direct review and oversight responsibility.



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Indicator Methodology

Data source: There will be a review of the current funds at the Department in which the CIO currently has complete or partial review and oversight role. In addition, BP and the OCIO will assess all funds that are used, in whole or in part, to fund IT investments. Jointly, BP and the OCIO will assess those funds that need an increased CIO oversight role. The percent of funds on which the CIO has visibility will be assessed and reported annually.

The Department is working closely with BP, AQM, and functional/regional Bureaus to scrutinize and monitor the information of these data sources to ensure integrity. At the end of FY 2018, the Department will establish a new baseline for IT Budget and Acquisition based on its newly established review of IT acquisitions across the Department for expenditures over \$10,000. This new baseline will be critical to assessing progress against these FITARA initiatives at the Department. In addition, the Department will continue to validate these data sources using an external data source (USA Spend.Gov), and will work closely with FSI and HR to capture and report on IT workforce competencies.

Key Indicator: Percent of IT workforce competency in the use, architecture, and administration of modern cloud services

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	10%	20%
Actual	N/A	N/A	N/A		

Indicator Analysis

FITARA established three key elements of oversight authority under the Department's CIO, including Department-wide IT acquisitions, IT budget, and IT workforce. As such, one of the areas that the Department needs to focus its improvements on is IT budget prioritization and oversight of all fund sources; the Department will increase the number of fund sources over which the CIO has direct review and oversight responsibility.

Indicator Methodology

This information will be measured by capturing metrics from the FSI Skills Incentive Program database and the employee review databases, which are updated on a bi-annual basis in April and October of each year.

The Department is working closely with BP, AQM, and functional/regional Bureaus to scrutinize and monitor the information of these data sources to ensure integrity. At the end of FY 2018, the



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Department will establish a new baseline for IT Budget and Acquisition based on its newly established review of IT acquisitions across the department for expenditures over \$10,000. This new baseline will be critical to assessing progress against these FITARA initiatives at the Department. In addition, the Department will continue to validate these data sources using an external data source (USA Spend.Gov), and will work closely with FSI and HR to capture and report on IT workforce competencies.

Performance Goal 4.2.4 (Agency Priority Goal): IT Modernization

Performance Goal Statement: By September 30, 2019, the Department will establish a secure cloud-based platform to improve Information Technology (IT) service delivery by: implementing an Identity Management Solution (IDMS) for all Department systems, transitioning users to cloud collaboration platforms, closing redundant data centers, modernizing target architecture, and continuing to deploy wireless (WiFi) Department wide. (State)

Performance Goal Overview/Progress Update

The IT Modernization APG is a result of the Department's IT Modernization initiative.

Key Indicator: Number of users that are leveraging the enterprise IDMS solution thus increasing efficiencies

	FY 2017 (Baseline)	FY 2018 Q1	FY 2018 Q2	FY 2018 Q3	FY 2018 Q4	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4
Target	0	N/A	N/A	N/A	0	N/A	N/A	N/A	104,400
Actual									

Key Indicator: Number of employees transitioned to primary cloud collaboration platform

	FY 2018 Q1	FY 2018 Q2	FY 2018 Q3	FY 2018 Q4	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4
Target	0	N/A	N/A	58,000	N/A	N/A	N/A	104,400
Actual								

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Key Indicator: Number of domestic data centers that are closed due to efficiencies of the cloud

	FY 2017 (Baseline)	FY 2018 Q1	FY 2018 Q2	FY 2018 Q3	FY 2018 Q4	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4
Target	0	N/A	N/A	N/A	19	N/A	N/A	N/A	38
Actual									

Key Indicator: Number of Department domestic and overseas locations that support WiFi

	FY 2017 (Baseline)	FY 2018 Q1	FY 2018 Q2	FY 2018 Q3	FY 2018 Q4	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4
Target	18	N/A	N/A	N/A	33	N/A	N/A	N/A	99
Actual									

Key Indicator: Number of systems designed to the target architecture

	FY 2017 (Baseline)	FY 2018 Q1	FY 2018 Q2	FY 2018 Q3	FY 2018 Q4	FY 2019 Q1	FY 2019 Q2	FY 2019 Q3	FY 2019 Q4
Target	0	N/A	N/A	N/A	0%	N/A	N/A	N/A	20%
Actual									

Key Milestones: Improve Enterprise-Wide Data Accessibility

Due Date: Fiscal Year and Quarter	Milestone	Anticipated Barriers or Other Issues Related to Milestone Completion
FY 2018, Q1	<ul style="list-style-type: none"> Implement requirements gathering and analysis 	Completed
FY 2018, Q3	<ul style="list-style-type: none"> Identify a Project Manager (PM)/team and submit IDMS business case to the eGov PMO Identify and procure IDMS solution 	N/A

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Due Date: Fiscal Year and Quarter	Milestone	Anticipated Barriers or Other Issues Related to Milestone Completion
FY 2018, Q4	<ul style="list-style-type: none"> Pilot Cloud application access through IDMS 	N/A
FY 2019, Q1	<ul style="list-style-type: none"> First production, on premise application access via IDMS 	N/A
FY 2019, Q2	<ul style="list-style-type: none"> Launch additional legacy and Cloud integration with IDMS 	N/A

Key Milestones: Real Time Collaboration/Work Anytime, Anywhere

Due Date: Fiscal Year and Quarter	Milestone	Anticipated Barriers or Other Issues Related to Milestone Completion
Cloud Collaboration		
FY 2018, Q1	<ul style="list-style-type: none"> Implement requirements gathering and analysis 	Completed
FY 2018, Q3	<ul style="list-style-type: none"> Identify a PM/team and submit IDMS business case to the eGov PMO 	Completed
FY 2019, Q1	<ul style="list-style-type: none"> Ensure functionality available domestically and begin providing services overseas 	N/A
Overseas and Domestic WiFi		
FY 2018, Q1	<ul style="list-style-type: none"> Finalize pilot and develop plan 	Completed
FY 2018, Q2	<ul style="list-style-type: none"> Identify a PM and submit WiFi business case to the eGov PMO 	Completed
FY 2019, Q1	<ul style="list-style-type: none"> Develop and launch consolidated rollout strategy 	N/A

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Mobile Device Management (MDM) and Conversion Strategy		
FY 2018, Q1	<ul style="list-style-type: none"> Implement requirements gathering and analysis Finalize pilot and develop plan 	Completed
FY 2018, Q3	<ul style="list-style-type: none"> Identify a PM/team and submit MDM business case to the eGov PMO 	N/A
FY 2018, Q4	<ul style="list-style-type: none"> Use governance to modernize MDM modernization 	N/A
FY 2019, Q1	<ul style="list-style-type: none"> Launch targeted desktop to laptop conversion 	N/A

Key Milestones: Modernize IT Systems and System Delivery

Due Date: Fiscal Year and Quarter	Milestone	Anticipated Barriers or Other Issues Related to Milestone Completion
Governance Initiatives & IT Service Delivery – Enterprise Architecture		
FY 2018, Q1	<ul style="list-style-type: none"> Implement requirements gathering and analysis 	Completed
FY 2018, Q2	<ul style="list-style-type: none"> Use governance to modernize Launch IT Modernization relevant Enterprise Architecture (EA) program 	N/A
FY 2018, Q3	<ul style="list-style-type: none"> Identify a PM/team and submit EA business case to the eGov PMO 	N/A
FY 2018, Q4	<ul style="list-style-type: none"> Build IT Modernization focused EA roadmap 	Completed
Governance Initiatives & IT Service Delivery – Service Delivery		
FY 2018, Q1	<ul style="list-style-type: none"> Implement requirements gathering and analysis 	Completed
FY 2018, Q3	<ul style="list-style-type: none"> Identify a PM/team and submit service delivery business case to the eGov PMO 	N/A

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Due Date: Fiscal Year and Quarter	Milestone	Anticipated Barriers or Other Issues Related to Milestone Completion
FY 2018, Q4	<ul style="list-style-type: none"> Develop new Service Delivery Model 	N/A
FY 2019, Q3	<ul style="list-style-type: none"> Upgrade IT portfolio investments and systems modernization using new EA and service delivery model 	N/A
Governance Initiatives & IT Service Delivery – Governance		
FY 2018, Q1	<ul style="list-style-type: none"> Implement requirements gathering and analysis 	Completed
FY 2018, Q3	<ul style="list-style-type: none"> Identify a PM/team and submit governance business case to the eGov PMO 	N/A
FY 2019, Q2	<ul style="list-style-type: none"> Upgrade governance processes and risk management framework 	N/A

Please refer to www.Performance.gov for more information on this APG, including the latest quarterly progress update.

Strategic Objective 4.3: Enhance workforce performance, leadership, engagement, and accountability to execute our mission efficiently and effectively

Strategies for Achieving the Objective/Strategic Objective Progress Update

The Department and USAID both seek to improve flexibility, cost-effectiveness, and strategic human-capital support. As such, the Department's Impact Initiative and USAID's Transformation will be important in achieving this objective. We will establish consistent, measurable standards for human resources (HR) processes and procedures, performance goals, and continuous improvement initiatives where needed. We will review and enhance service-level agreements that better enable customers to focus on the core business/mission. In addition, we will expand or create specialized work teams and processes for complex inquiries.

The Department and USAID will each review its HR functions and staff and recommend internal consolidation and outsourcing where appropriate to enhance flexible service-delivery and provide



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global service and support to multiple Bureaus more uniformly. Centralizing, consolidating, and automating transactions will allow HR staff at both organizations to provide more-strategic human-capital support. USAID will continue to advance implementation of its HR Transformation.

The Department and USAID will develop an integrated approach to talent-management that maximizes transparency and the engagement and motivation of, and accountability for employees. We will close the gap between current and desired workforce capabilities by adopting effective workforce-planning tools and hiring programs with best practice metrics and targets. We will develop talent management platforms tailored to each individual organization to better align personnel with positions, and streamline workforce strategic planning. USAID will complete implementation of its HR Transformation objectives related to workforce-planning and the deployment of staff. The Department will complete and implement its TalentMap system, and create full-service websites for managers.

The Department and USAID will emphasize professional development, and empower leadership at all levels. Our approach will promote diversity and inclusion, and will help increase employee wellness. We will enhance performance-management tools that enable frequent and substantive discussions, including multisource feedback, tied to performance expectations. Increasing leadership and diversity classes will contribute to these outcomes. To ensure greater employee and management accountability, we will better align performance objectives to measurable criteria, and we will enforce mandatory training requirements. The Department and USAID will identify promising leaders, and invest in their growth.

Cross-Agency Collaboration

OMB and Office of Personnel Management (OPM) guidance is instrumental in achieving this objective. The Department and USAID meet with Congressional stakeholders to discuss proposed budgets and approaches to delivering on our missions, as well as on the status of pending legislation and our implementation of new laws that affect effectiveness and efficiency.

Performance Goal 4.3.1: Human Capital Services Cost (Benchmarking Initiative)

Performance Goal Statement: By 2022, the Department of State will reduce the costs of HR service delivery by 14 percent. (State)

Performance Goal Overview/Progress Update

The Department of State aims to create a nimble and data-informed decision-making process that leads to greater employee engagement and improved HR service delivery. As an indication of how well the Department is accomplishing its objectives in the human resources area, State will focus on evidenced-based data such as the Benchmarking Initiative for the Human Capital Function. This initiative is a collaborative project to measure and improve the performance of mission-support functions across the federal government, and surveys federal employees and others to collect data to support their analysis and cross-agency comparisons. HR seeks to improve human resources service



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delivery through 1) consolidating services where possible; 2) streamlining operations; and 3) modernizing HR IT to increase efficiency, effectiveness, and lower costs. The General Services Administration (GSA) Survey's human capital cost per employee ratio for the Department of State is \$3,104.46 per employee serviced, which ranks 11th of 24 Chief Financial Officer (CFO) Act Agencies. State aims to reduce costs by 14 percent (down to \$2,670) by September 30, 2021. This would advance its rank one spot to 10th of 24.

Key Indicator: Human Capital Services Cost (Benchmarking Initiative)

	FY 2015	FY 2016 Baseline	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	\$2,887	\$2,778
Actual	N/A	\$3,104	TBD		

Indicator Analysis

The baseline will be set from the value on the most recent report (\$3,104.46 for 2016). GSA collects the data annually with its Customer Satisfaction Survey, and presents the results with the results of other CFO Act agencies as "Cross-Agency Comparison of Efficiency Metrics – Human Capital."

Indicator Methodology

Data for this indicator will be sourced from the Benchmarking Initiative via GSA (benchmarks.gsa.gov). There is no clear indicator to distinguish human capital operations from other functions in the personnel system. Assumptions are needed based on Bureau and occupational series to estimate the cost of human capital operations.

Performance Goal 4.3.2: GSA's Customer Satisfaction Survey Human Capital Function

Performance Goal Statement: By 2022, the Department of State and USAID will achieve a 5.08 and 4.50 overall satisfaction score, respectively, in the Human Capital function of GSA's Customer Satisfaction Survey. (State and USAID)

Performance Goal Overview/Progress Update

The Department of State and USAID aim to create a nimble and data-informed decision-making process that leads to greater employee engagement and improved HR service-delivery. As an indication of how well the Department and USAID are accomplishing their objectives in the HR area, State and USAID will focus on evidenced-based data, such as the GSA Customer Satisfaction Survey's Human Capital function. The Benchmarking Initiative is a collaborative project to measure and improve the performance of mission-support functions across the Federal Government; this initiative surveys Federal employees and others to collect data to support its analysis. The Department and USAID will



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focus on improving factors that affect the score, including employees' participation in the survey, as well as employee engagement and customer-service in various areas that affect the scores. The Department of State and USAID's GSA Customer Satisfaction Survey Human Capital function scores for 2016 were 4.68 and 4.16, respectively. State ranked 9th out of 23 Chief Financial Officers Act agencies, and USAID ranked 19th out of 24. The recent trends for the Human Capital Function overall score shows a steady improvement from 4.31 in 2014 to 4.68 in 2016 for State, and 2.99 in 2015 to 4.16 in 2016 for USAID. Both organizations seek to address HR areas that influence the score, such as employee engagement, training and development, and work-life balance.

Key Indicator: Overall Score on Human Capital Function of GSA's Customer Satisfaction Survey

	FY 2015	FY 2016 Baseline	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	State: 4.88 USAID: 4.32	State: 4.98 USAID: 4.43
Actual	State: 4.29 USAID: 2.99	State: 4.68 USAID: 4.16	TBD		

Indicator Analysis

The baseline will be set from the score on the most recent survey (4.68 State and 4.16 for USAID for 2016). The data include sub-components scored individually.

Indicator Methodology

Data for this indicator come from the GSA Benchmarking Customer Satisfaction Survey (benchmarks.gsa.gov), there could be limitations associated with GSA's collection and analysis of the data.

Performance Goal 4.3.3: OPM's Federal Employee Viewpoint Survey (FEVS) Employee Engagement Index (EEI) Score

Performance Goal Statement: By 2022, the Department of State will increase its FEVS calculated Employee Engagement Index to 72 percent. (State)

Performance Goal Overview/Progress Update

The Department of State aims to create a nimble and data-informed decision making process that leads to greater employee engagement and improved HR service delivery. As an indication of how well the Department is accomplishing its objectives, it will focus on evidence-based data such as the Employee Engagement Index (EEI) of OPM's Federal Employee Viewpoint Survey (FEVS). The OPM-



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administered FEVS is a valuable tool for assessing the state of federal workplaces, as it provides the overall level of satisfaction and engagement of federal employees in their workplace. The Department will focus on improving factors that affect the FEVS EEI score, including targeting employee engagement and customer service in various areas that affect the scores. The Department of State's FEVS EEI score for 2017 was 69, which was above the overall government-wide average of 67. The recent trend for the Department of State's overall EEI shows that the Department has been holding steady with scores of 69 in 2013, 70 in 2014-2016, and 69 in 2017. HR seeks to bolster employee engagement and satisfaction with supportive programs that provide for enhanced training and development and work-life support programs.

Key Indicator: Overall Score on FEVS Employee Engagement Index (EEI)

	FY 2015	FY 2016	FY 2017 Baseline	FY 2018	FY 2019
Target	N/A	N/A	N/A	70	70
Actual	70	70	69		

Indicator Analysis

The baseline will be set from the score on the most recent survey (69 for 2017). The data includes sub-factors for leaders lead, supervisors, and intrinsic work experience.

Indicator Methodology

Data for this indicator will be sourced from OPM's Federal Employee Viewpoint Survey (FEVS) (www.viewpoint.opm.gov). There may be limitations associated with OPM data collection and analysis.

Strategic Objective 4.4: Strengthen security and safety of workforce and physical assets

Strategies for Achieving the Objective/Strategic Objective Progress Update

The Department and USAID must proactively assess risks and strengthen the ability to respond. Achieving this requires strategies in priority areas, which includes fulfilling the Department's key responsibilities of developing and ensuring compliance with security standards, being a leader in protective security operations, and ensuring operationally safe facilities that adhere to occupational health and safety standards. This will require yearly review of all high-threat, high-risk posts by senior Department leadership using the Post Security Program Review (PSPR) process and Program Management Review process to ensure adherence to Overseas Security Policy Board (OSPB) policy and compliance with procedures. Each year, the Department will review and validate our continued, or



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new, presence at all high-threat, high-risk posts by using the Senior Committee on Overseas Risk Evaluation process.

The Department and USAID will establish and institutionalize an “Expeditionary Platform Working Group” in instances when foreign policy goals dictate a diplomatic or development presence in new or non-traditional operating environments. This Working Group would incorporate subject matter experts from appropriate Department of State Bureaus. Relevant representation from USAID and the Department of Defense should also be included to reflect an approach that encompasses defense, diplomacy, and development.

Staff plays a vital role in strengthening the security posture for both the Department and USAID. We will promote efforts to improve staff proficiency in mitigating organizational and individual staff security. We will emphasize a risk profile that balances risk and operational effectiveness and prepare people to operate wherever our work takes us, including in increasingly complex, unstable, and risky environments. The Department and USAID will centralize lessons learned with respect to both risk management and security concerns, thus making it easy to search and data mine security-related information to improve the institutionalization of corrective actions and create a true learning organization. We will also develop a mission analysis and policy planning process that is consistent, credible, and actionable, and that balances risk and resources.

Finally, the Department and USAID will codify our cooperation with other agencies (e.g., Department of Defense, allied forces, United Nations, NGOs, etc.) by establishing standing authorities, protocols, and global mechanisms to improve operational effectiveness overseas, especially in non-permissive environments.

Cross-Agency Collaboration

We will collaborate with the Department of Defense (DoD), United States Marine Corps (USMC), the intelligence community, OSPB members, private sector (architecture and engineering firms, construction firms, etc.), OMB, GSA, and Congress to achieve this objective.

Performance Goal 4.4.1: Post Security Program Review

Performance Goal Statement: By 2022, ensure that diplomatic missions reviewed through the Post Security Program Review (PSPRs) process receive a 95-100 percent rating. (State and USAID)

Performance Goal Overview/Progress Update

State and USAID must proactively assess risks and strengthen the ability to respond. Achieving this performance goal requires strategies in priority areas, which includes fulfilling State’s key responsibilities of developing and ensuring compliance with security standards.



Strategic Goal 4: Ensure Effectiveness and Accountability to the American Taxpayer

A score of 95-100 percent on the PSPR indicates that a post is Fully Mission Capable and compliant with OSPB and Department of State standards, policies, and procedures. PSPRs are conducted by Diplomatic Security headquarters staff once every one, two, or three years for non-high-threat, high-risk posts (depending on threat levels) and annually for all high-threat, high-risk posts. To satisfy this performance goal, resources must support staffing, funding, and travel priorities.

Key Indicator: Percent of reviewed posts receiving a 95-100 percent PSPR score

	FY 2015	FY 2016	FY 2017 Baseline	FY 2018	FY 2019
Target	N/A	N/A	N/A	80%	85%
Actual	N/A	N/A	80%		

Indicator Analysis

The PSPR is a 65-question review completed by the Bureau of Diplomatic Security. The International Programs Directorate reviews security programs at posts once every one, two, or three years (depending on threat levels). The High Threat Programs Directorate reviews security programs at posts designated as high-threat, high risk annually. After a PSPR, program review teams focus on addressing and resolving areas of non-compliance and partial compliance. The target PSPR compliance rating score percentage is derived from the total number of reviews conducted in the fiscal year where the post achieved Fully Mission Capable (95-100 percent scores).

Indicator Methodology

The target PSPR compliance rating score percentage is derived from the total number of reviews conducted in the fiscal year where the post achieved Fully Mission Capable” (95-100 percent scores).

Performance Goal 4.4.2: People Moved into Safer and More Secure Facilities

Performance Goal Statement: By 2022, Department of State will move overseas U.S. government employees and local staff into secure, safe, and functional facilities at a rate of 3,000 staff per year. (State)

Performance Goal Overview/Progress Update

Since the 1999 enactment of the Secure Embassy Construction and Counterterrorism Act or SECCA, the Bureau of Overseas Building Operations (OBO) has completed 138 diplomatic facility projects. These projects include new embassies and consulates, annex facilities, Marine Security Guard residences, and warehouses. These projects have moved more than 38,579 Department staff into safer and more secure facilities.



Strategic Goal 4: Ensure Effectiveness and Accountability to the American Taxpayer

The Department of State carries on the business of the American government and its people in challenging overseas construction and security environments where key U.S. national security interests are at stake. Every day, the Department works to protect its people and foreign missions by constantly assessing threats and its security posture. OBO is one of its key implementers in keeping people safe overseas. Each year, the Department awards new embassy and consulate projects that move staff into secure facilities that meet its mandated security and life safety requirements.

Key Indicator: Number of U.S. Government employees and local staff moved into safer and more secure facilities

	FY 2014 Baseline	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	N/A	3,000	3,000
Actual	2,196	2,830	538	3,072		

Indicator Analysis

OBO has moved on average 2,159 employees per fiscal year since FY 2014. New embassy compounds vary considerably in size to meet the required building population as determined by right-sizing exercises. The safety and security of personnel working overseas is essential to achieving the Department's mission.

Indicator Methodology

Information is provided internally by OBO's Office of Construction Management. Data is collected, monitored, and reported on a monthly basis to senior staff. The data may vary since the numbers are based on the staffing estimates during the design phase. Actual mission staffing numbers may change during the project cycle. Bureau offices will continue to review the data and track project milestones and project completions to ensure the most accurate and available data is being reported on during the fiscal year.

Performance Goal 4.4.3: Improve USAID Office Space Safety and Efficiency through Consolidation

Performance Goal Statement: By 2022, domestically, USAID will improve safety and efficiency by consolidating scattered smaller spaces into more efficient larger locations. (USAID)



Strategic Goal 4: Ensure Effectiveness and Accountability to the American Taxpayer

Performance Goal Overview/Progress Update

USAID conducted an analysis of its real property requirements, alternatives, and costs to support its mission, and our complex and ever-changing portfolio of initiatives and programs. The USAID/Washington Real Estate Strategy (WRES), developed in consultation with GSA, provides a multi-year, dual-track strategy designed to create a consolidated real property footprint in two locations. This WRES is guiding the planning for the modernization of the Ronald Reagan Building and the lease-consolidation project to achieve increased efficiencies, reduced costs, and a higher utilization rate, while also supporting the OMB Reduction in Footprint Initiative. The Agency Reduce the Footprint plans include a reduction in FY 2021 of 10,195 usable square footage after full occupancy of the new consolidated lease and the release of three expiring leases.

Key Indicator: Percentage of USAID Global Health and Management Bureau staff moved to newly leased facility

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Target	N/A	N/A	N/A	0%	20%
Actual	N/A	N/A	N/A		

Indicator Analysis

USAID will begin to occupy the property by first consolidating some Management Bureau operations and Global Health offices from four separate locations into a new building. During FY 2018 and FY 2019, USAID will work with GSA to prepare the first four or five floors of the facility for occupancy. In FY 2019, the Agency will initiate occupancy by moving all Global Health offices and some Management Bureau functions to the new facility. Concurrently, USAID will cancel leases vacated by Global Health, and reorganize other space to optimize usage.

Indicator Methodology

Data source: Administrative Management Services (AMS) staff directory and staff space assignments in USAID's Computer-Aided Facility Management (CAFM) system.

Data quality: There are no known limitations to these data. AMS Office staff will validate staff space assignments in the new building prior to the move date. AMS Officers will validate that all staff identified to transition to the leased building have successfully moved by cross-referencing current Bureau staff directories and space-assignment information in the CAFM system.



Strategic Goal 4: Ensure Effectiveness and Accountability to the American Taxpayer

Key Milestones:

Due Date: Fiscal Year and Quarter	Milestone	Anticipated Barriers or Other Issues Related to Milestone Completion
FY 2019, Q4	Office lease with sufficient space to accommodate staff in all Washington smaller offices outside of the Agency's headquarters in the Ronald Reagan Building	N/A